



APRIL 10, 1934

The Magazine for  
MARKETING EXECUTIVES

# **SALES** *management*

**What Do Consumers  
Think of Advertising?  
—A “Lowdown” . . .**

The eighth of a series of surveys made  
exclusively for Sales Management  
by Ross Federal Service, Inc.



**How Sears, Roebuck  
Select Salesmen . . .**



**Designing to Sell**

TWENTY CENTS

*As they became  
America's favorite  
fiction characters*



*Florsheim became  
a favorite  
American shoe*

"FOR 32 YEARS, THE POST HAS SOLD FOR US,"  
say the makers of Florsheim Shoes

"The Saturday Evening Post carried the first national advertising of Florsheim Shoes and it is the only magazine we have employed continuously. For thirty-two years we have advertised in the Post. It has been our predominant advertising medium and has played an important part in placing millions of pairs of Florsheim Shoes on the feet of American men."

### ... FOR THE POWER OF THE POST WAS BACK OF THEM ALL

**B**ROWSE in the library among bound copies of The Saturday Evening Post. Renew your acquaintance with Letters of a Self-Made Merchant, with Get-Rich-Quick Wallingford, with Judge Priest and Cappy Ricks and "You Know Me Al" and Potash and Perlmutter.

Come down through the years with Tish and Bab and Mr. Tutt and Florian Slappey. Laugh again at Jeeves, that resourceful gentleman's gentleman. Watch Charlie Chan solve one of his famous cases. Shake your fist with Tugboat Annie at the snooty liners of the waterfront.

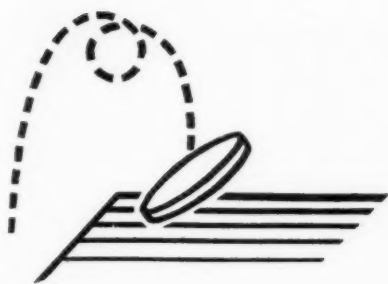
You know these characters, and a score of others. They are part of your life—because you met them in the Post.

And for more than thirty years of the big parade of Post characters, Florsheim Shoe advertising has kept step.

THE POWER THAT BRINGS NATIONAL REPUTATION TO AUTHORS AND LIFE TO THEIR CHARACTERS IS  
THE SAME POWER THAT GIVES NATIONAL REPUTATION TO ADVERTISERS AND LIFE TO THEIR TRADE

# THE SATURDAY EVENING POST

"AN AMERICAN INSTITUTION"



In the last six months a half million new families have started to spend a nickel a week for our Sunday paper ☉ Eight pages of comics were added to the Sunday News on October 1st, and advertised in advance. An increase of 50,000 copies would have been a lot—on top of the 1,860,000 then current ☉ But circulation jumped 150,000, passed the 2,000,000 mark ☉ The figure held every Sunday in October, and November, and December ☉ It went up in January—over 2,100,000! Up again in February—over 2,200,000! Up again in March—2,298,353 average for the month! ☉ Why? We don't know ☉ Our guess is that the new readers told other people who bought Sunday Newses—and they told other people ☉ The pile of new circulation couldn't be accounted for by the little push we made prior to October 1st ☉ But we *think* the real reason is that the people have more nickels to spend, and spend them more freely. They aren't afraid to spend any more. They want to buy nowadays ☉ Have you asked people to buy your stuff—lately? This is a good time to ask. The Sunday News is a good place to ask ☉ You do your asking among families concentrated around New York City, in the urban eastern market—least hurt by the depression, quickest to come back ☉ And it costs darn little to ask! The Sunday News rate is a relic of 1928, based on 1,450,000 circulation—and can't go on *forever*! ☉

• **A NICKEL**  
**doesn't look so**  
**LARGE** any more

• **2,132,647**

copies net paid—average Sunday News circulation for the six months period ending March 31, 1934—for the largest newspaper circulation in America—and getting larger!

**THE**  **NEWS,** New York's Picture Newspaper

Tribune Tower, Chicago • Kohl Building, San Francisco • 220 EAST 42ND STREET, NEW YORK

APRIL 10, 1934

[ 313 ]



## The Human Side



### Terhune vs. Coughlin

The shadow of Father Coughlin still hangs over Spratt's dog biscuits, but it is not so ominous as it was.

When Spratt's Patent Limited of America, Newark, L. M. Buckle, managing director, decided to do bigger things promotionally this year, they first put their radio money into a personality instead of a period. Spratt's had been radioing for four years on a choice, and expensive, evening period. To economize, they wrote their own continuity, offering a booklet on the care and feeding of dogs and a free sample of Spratt's products. Responses indicated a decent respect for canine interests.

This was all right as far as it went, but Spratt's wanted a bigger response. They wanted a wave of affection. They hired Albert Payson Terhune to tell dog stories, and to compensate for this added expense, put him on an afternoon period.

Then they discovered that on competing networks at this same Sunday hour were the Philharmonic Orchestra and Father Coughlin. Father Coughlin's following was an especial concern. But by this time there was no turning back. Spratt's magazine program had been doubled. The radio program had been announced in paid space in 2,000 newspapers. Six foot four, Mr. Terhune must buck plump little Father Coughlin and slender little Arturo Toscanini as best he might.

Whether this new thirteen-week period has succeeded or failed depends on the viewpoint. Certain it is that listener response to the Terhune program was 25 per cent better than it had been before. But, thought Mr. Buckle and associates, how much better still would it be were it not for Father Coughlin! A few Sundays ago Father Coughlin had a stomach ache. He did not broadcast. Five times as many dog lovers suddenly appeared with requests for booklets and samples. But the next Sunday Father Coughlin was back on the job and Mr. Terhune's response subsided.

Now, with the 13-week Terhune series coming to an end, it is reported that Father Coughlin will discontinue his broadcasts. The Spratt's people are watching his every move. And it may be that Mr. Terhune will have a year-round job to do for the dog-lovers yet.

### Flunked Your Credit Test?

Are you a barber, a truck driver or a transient musician? Then the gimlet-eyed credit investigators will look askance when you try to buy a car or radio on time.

The National Association of Finance Companies reports that a check-up among its members as to the credit worthiness of various occupations showed office workers at the top of the list. Painters and decorators are in the basement. The impartiality of the survey is indicated by the fact that it was

made by a group of University of Illinois students, under the direction of Professor P. D. Converse—and college students rank 55.6 on the credit rating scale!

Farm hands, rooming-house keepers, janitors and cooks are scrutinized with exceeding care before they are allowed credit. These occupations, and a number of others, yield low or uncertain incomes; if the credit record is not spotless the investigators say loudly, "Hands off."

Taking 100 per cent as the highest possible rating, the credit men grade occupations like this:

Office employees	92.2
Retail Grocers	89.6
Chain Store Managers	89.2
Other Retailers	89.0
School Teachers	86.4
Railroad Trainmen	85.8
Railroad Shopmen	85.2
Retail Salespeople	83.2
Dentists	82.2
Doctors	80.4
Nurses	71.2
Farmers (owners)	70.8
Factory workers (men)	70.0
Traveling Salesmen	68.8
Filling Station Employees	63.0
Factory Workers (women)	61.0
Lawyers	60.8
Auto Mechanics	60.0
Janitors	60.0
Farmers (tenants)	59.2
Brickmasons	59.0
Firemen and Policemen	58.2
Railroad Trackmen	57.8
Coal Miners	57.6
College Students	55.6
Domestic Servants	55.2
Carpenters	52.6
Hotel Employees	48.2
Auto Salesmen	47.0
Common Laborers	46.0
Restaurant Employees	44.6
Barbers	42.8
Truck and Bus Drivers	42.6
Painters and Decorators	38.2

Fortunately, perhaps, for the peace of mind of editors, they are not classified. How about it, Messrs. the National Association of Finance Companies, where do we stand?

### He's the Rabbit Foot King

If you want to acquire a rabbit's foot there are just about two ways: Snoop around a graveyard at the dark of the moon; or call Mr. Gardi at 246 Fifth Avenue. He sells 'em in any quantity from a single foot, guaranteed to be a left hind one, to six million. In fact, Gardi may be aptly called America's Rabbit Foot Tycoon, Monarch, Baron or any other fancy title, because he has a virtual monopoly on the bunny paw business in this country.

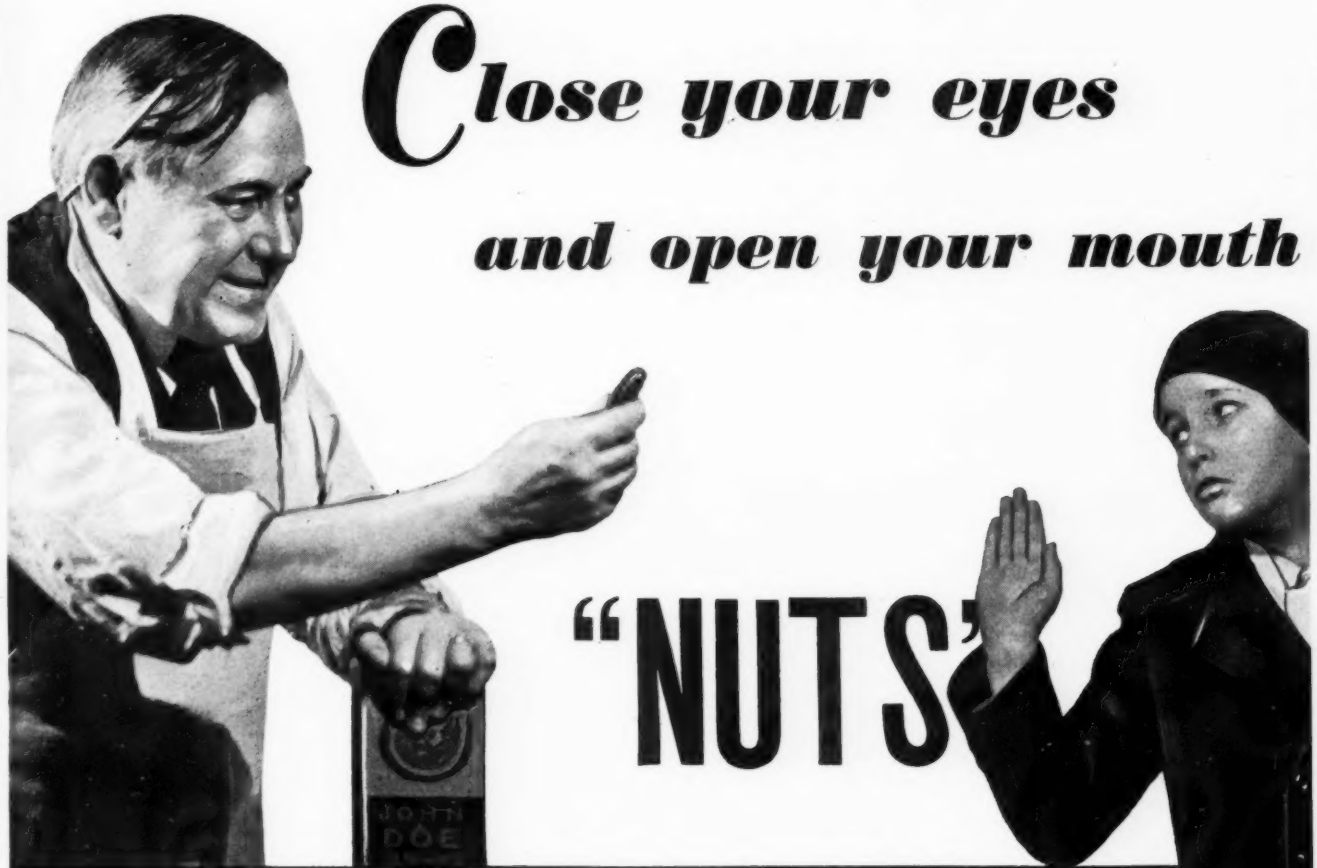
A pleasant young man who might pose for an Arrow collar ad, Mr. Gardi told the Rabbit Foot Editor of SM the whole story. Between seventy and eighty million rabbit pelts are imported yearly, mostly from Australia. The feet are a by-product, a sort of footnote, to this fur industry. Not all are suitable for marketing; the culls go into the glue pot. Prime paws are cleaned, sterilized and carefully cured, aged in the wood, and then fitted with a metal cap over the ankle.



She Pays Her Bills

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***Close your eyes  
and open your mouth***

**"NUTS"**

*Trade Marks and Brand Names* are part of the education of every American. Even youth does not choose to buy when substitutes for branded merchandise—in plainer language, familiar merchandise—is foisted upon it. Witness Junior Morton's inelegant reply—"Nuts."

Junior Morton is a typical AMERICAN boy, a member of a typical AMERICAN family, the Mortons. This family, and the 450,000 other families who read the Chicago American nightly, know what they want, and buy what they know. Representing more than half the total purchasers of food in Chicago, their acceptance of your product is necessary for the successful merchandising of food in America's second largest market.

Leave the American off your schedule, Mr. Manufacturer, and you leave your dealers (in reality, your Chicago salesmen) with only half a market to shoot at. That would be tough on your dealers. But much tougher on you! These dealers, at least, have other merchandise that is selling—your competitors', for example. A word to the wise is—*advertise*.

**CHICAGO AMERICAN**

***... gives 450,000 families Buying Ideas***

National Representatives: Rodney E. Boone Organization

# SALES management

Vol. XXXIV. No. 8

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"My customers are both wholesale and retail," he explains. "The Knox Hat Company, for example, decorates some of its men's headgear with the feet. Dress manufacturers put them on women's clothes as ornaments. One "Lucky Dress" with a cluster of paws, the caps of bright colors, sold to the tune of \$50,000 recently.

"Advertisers and salesmen, however, use the largest number of rabbit tootsies. They find them great little attention-getters. Enclosed in a letter or left as a reminder with a prospect, they drill right through ho-hum attitudes. You'd be surprised at the number of people who would shudder at the thought of throwing away a rabbit's foot.

"One agency adman to whom I presented a forepaw landed a big account shortly thereafter. Of course the lucky charm got the credit. Then he lost his talisman and yanked me out of bed in the middle of the night. Wouldn't be pacified until I promised him another."

Sales managers, vows Mr. Gardi, swear by the rabbit feet. They use them in sales contests, as good-will builders and in a hundred ingenious projects and schemes. One firm sent all its customers a fortunate foot as a combination Easter and April Fool present.

"Isn't there a vast potential market for your feet among the Negro population?" we inquired.

"Surprisingly enough, there isn't," Mr. Gardi replied. "The colored brethren won't touch a rabbit foot that has been cleaned up or metal-capped. They want them *au naturel*, and preferably as a gift."

Lacking in appreciation of these fine distinctions, Caucasians buy Mr. Gardi's paws in such quantities that he is doing nicely, thank you. He ought to be sitting pretty. He totes at least a half-dozen lucky feet around all the time. They're samples; he's not superstitious—except about black cats.

## "Average" Druggist Found At Last

Next to picking mythical All-American football teams, the most popular indoor sport seems to be tracking down the "average" man and winding tape measures about his shy anatomy. The *American Druggist* set out to find the size and shape of the "average druggist" and here's the answer.

Replying to some 8,600 questionnaires, John J. Druggist revealed himself as weighing 174 pounds; blue eyes and brown hair; has been behind the counter for more than twenty years; he has two children and carries \$11,272 of life insurance. In spite of those two children, one out of every eight druggists is single, explain it as you may.

Most druggists drive a Chevrolet, Fords and Buicks being next most popular. Forty per cent of them speak a language in addition to English. German, French, Italian, Yiddish and Russian are favored in that order. Fifty-six per cent of the drug dispensers have a household pet, with dogs the howling favorite. About 28 per cent of the druggists play a musical instrument—or so they say, the neighbor's comments are not available—generally a piano.

Good "joiners," 74 per cent of the druggists belong to a fraternal order, and of these 53 per cent are Masons. Non-smokers number 37 per cent; those who do light up are evenly partial to Luckies, Camels and Chesterfields. Only 5 per cent of the pill-and- tonic men eschew card playing. Of the players, 51 per cent grapple with forcing bids and four card suits; the rest try to fill inside straights and have to be reminded to ante.

Fishing is the most popular hobby, with golf next. Sloe-eyed beauties spread their wanton wiles in vain for Mr. Av. Druggist. His favorite movie star is Marie Dressler. He tunes-in the Chase & Sanborn program most often to chuckle at Eddie Cantor. Andy Gump and Pop-Eye are his choice in comic strips.

SALES MANAGEMENT

# Significant Trends

As seen by the editors of *Sales Management* for the fortnight ending April 10, 1934:

## Roosevelt and Luck

Business is on the upgrade in the United States and through most of the world, and while foolish blunders will continue to be made by individual business men and by congressional and administration leaders, we are inclined to string along with Mr. Taylor of the Steel Corporation and Mr. Sloan of General Motors in believing that nothing can stop the return toward better times.

• • • The Roosevelt "luck," which has been mentioned so often, even extends to special cooperation from Mother Nature. The weather studies made by the International Economic Research Bureau indicate that the country will have one of the earliest and driest Springs in many years—a Spring that will create a surprisingly large volume of business for retailers, motor companies, gasoline producers, etc., and with the resulting beneficial influence on car loadings, bank clearings, and the general business situation. Even the cold, stormy Winter stimulated to an extraordinary degree retail sales of clothing, shoes, coal and heating equipment. The severe drought in agricultural areas, predicted for the Summer, will cut production and raise prices even more effectively than any of the plans coming out of Secretary Wallace's office.

• • • The New York *World-Telegram* points out that General Motors earnings in 1933 represented a net gain of 5,000 per cent over 1932, and that these enormously increased profits were made with an increased expenditure of only 19 per cent for labor. Average wages in 1932 were \$1,233 yearly; in 1933 they had increased by \$9 per employee to \$1,242. By adding 18 per cent to the number of employees last year, the company turned out 869,035 cars and trucks for the domestic and foreign market, as against the 562,970 made and sold in 1932.

• • • Not all of the cold figures are in, but it is apparent that Easter shopping added generously to the up-trend of consumer buying that had been in evidence for several weeks. The reports for the first six merchandising chains to report March business show an increase of 36.6 per cent over 1933, whereas February gained 15.6 per cent over the same month last year. This substantial increase in retail trade is traceable to the cumulative effect of government disbursements, to increased employment, to wage increases, and the bank holiday last March.

• • • General Electric has set up a plan to split profits with its 50,000 workers. They will get 12½ per cent of the net remaining after common stock earns 8 per cent of the average book value.

• • • According to leading American and British economists, the world will see very low money rates for a number of years to come. An example of this is the current refunding of more than \$1,000,000,000 worth of 4¼ per cent Liberty Bonds into new 3¼ per cent bonds. If long-term money rates continue low, it should enable private industry to finance itself without great dependence on the national treasury, and it should encourage the starting of long-time projects by private business.

• • • Administration headquarters are completing plans for a new recovery drive during the mid-Spring and

early Summer months, and plans in process of formulation take in the use of RFC, HOLC, PWA and other spending agencies. It is expected to be the most courageous move toward industrial and economic recovery since Mr. Roosevelt took office. Government expenditures in the current fiscal year are running at the rate of \$2,000,000,000 less than called for in the President's budget message. This is a reserve he can call upon if needed.

## 5,000,000 More Jobs

A total of 4,592,000 more workers had regular jobs in February, 1934, than in March, 1933, when employment reached its lowest point, according to estimates made by the National Industrial Conference Board. Their figures show that there were 8,610,000 unemployed workers in February, but all emergency workers employed under government auspices were counted as unemployed. In that month the CWA employed upward of 4,000,000 workers.

• • • Car loadings for the current weeks are running from 70 to 75 per cent of the average for the corresponding weeks of the ten preceding years. Miscellaneous freight and L.C.I. shipments (the two best indices of current consumption) are improving more rapidly than other divisions of freight.

• • • Railroad shippers have informed the American Railway Association that their freight car needs for the second quarter will be about 10.7 per cent in excess of their actual loadings in the last period of last year. For the first three months of the year, they put their demands at 6.5 per cent ahead of a year ago, but as it turned out loadings were 20 per cent ahead. The largest estimated increase is 27.5 per cent in the Great Lakes section, followed by 21.1 per cent in the Ohio Valley.

• • • For the first time since 1930, railroads are pushing maintenance work and first quarter expenditures for this purpose were \$25,000,000 greater than last year.

Wrigley stockholders have voted a million-dollar reserve fund for employment insurance, which will practically guarantee employment for a year. Philip Wrigley, president, says that the firm has built up a big enough reserve to assure dividends during slack periods and that "Employees who aided in building that reserve should receive similar protection for their jobs."





Presidents and other public officials may talk themselves blue in the face in urging railroad directors to spend money for improvements, but it takes sharp gains in the movement of freight and passenger travel to produce results.

• • • Average weekly earnings of all wage earners in manufacturing industries rose from \$18.99 in January to \$19.81 in February, and reached a point 36 per cent above the low of \$14.50 in March, 1933.

• • • At last the world has made inroads on the huge stocks on hand of copper, and some of the leading producers have stepped up their mining schedules by 50 per cent. Output of the industry as a whole is currently between 20 and 25 per cent of capacity.

• • • The first quarter's engineering contracts of \$303,000,000 were approximately 42 per cent ahead of the same period last year, according to *Engineering News Record*.

• • • According to preliminary estimates of the Irving Fisher Index Number Institute, business conditions in March showed an advance slightly better than seasonal. Strikes and threats of strikes retarded recovery.

• • • The Irving Fisher All-Commodity Wholesale Index stood at 74 per cent of the 1926 normal on April 2.

## Sales Up Everywhere

mail-order division and in leading industrial sections through its chain of retail stores.

• • • Based on reports for the first twenty days of the month, the March total of passenger car sales seems reasonably certain of exceeding the combined January and February total of 155,000 units. Because of inadequate dealer stocks sales in the first quarter are not considered a true gauge of the actual retail demand. March output of 300,000 units greatly topped sales, but this is not necessarily a reflection of lagging retail demand. The output figures include production in the United States and Canada for both foreign and domestic sales, whereas the sales figures quoted above are only domestic retail sales.

• • • A few weeks ago we mentioned that a solid train-load of 40 cars of Pontiac automobiles went to a Kansas City distributor; a second solid train-load went out last week, and according to A. W. L. Gilpin, general sales manager of Pontiac, "such a great improvement in business in the Kansas City territory has resulted from Federal bounties paid on hogs and on wheat acreage in the West, as well as from cotton and tobacco subsidies of the Southwest, that it has made itself felt not only in the rural communities but also in the large distributing centers which serve these large areas. When dealers in Texas take 1,000 cars in a month, you can be sure the purchasing power is there for 1,000 cars. Those dealers do not gamble their money on uncertainties."

• • • Dodge dealers during the week of March 24 delivered 6,023 vehicles—an increase of 271 per cent over the corresponding 1933 week. In the first 12 weeks of the year Dodge dealers delivered 41,047 units against 17,019 last year. . . . Dealer orders for Plymouth cars since the first of January totaled 169,287 as against 33,970 last year. . . . Production of the Hudson Motor Car

Company early in May will have passed the figure for the entire year of 1933. . . . Chevrolet April production is expected to set a new monthly production record.

• • • Business has improved to such an extent in Detroit that the 55 largest moving picture theatres have increased their admission prices.

• • • According to a Chicago dispatch to the *Wall Street Journal*, the principal soap makers of the country had a March volume which practically equaled the 1929 rate.

• • • On the Friday before Easter, the New York department store with the *poorest* showing increased its business 50 per cent over last year, while the *best* showing was a 150 per cent gain. Sales of stores in the New York metropolitan area for the first 15 days of March gained 36.4 per cent over last year.

• • • The improvement in the automobile business spreads out in all directions. For example, employment in the four plants making Perfect Circle piston rings touched a new all-time high on April 1, when 1,309 persons were listed on the company records. More of their piston rings were sold during the first quarter than in any other three months in the company's history.

## Luxury Items More in Demand

An analysis of March sales of Ford cars shows that 60 per cent were of the de luxe type. This ratio is in con-

trast to the 1933 when the percentage was only 44. Since the first of the year the ratio of de luxe to standard models has been rising steadily. Advance requirements for April indicate that 70 per cent of the cars would be of de luxe type. This Ford model sells for \$40 more than the standard car.

• • • Net operating income for all Class 1 railroads is currently 191 per cent above the 1932 level. There seem to be very few industries in the country which have to make comparisons with 1933 in order to show an increase.

• • • People want more things—and better things than they now have. This was illustrated in a check-up among 6,000 retail outlets just completed by the refrigeration and air-conditioning divisions of Frigidaire Corporation. Records show the greatest pre-Easter showroom traffic in history.

• • • Watch for a grand row in drug circles when R. H. Macy & Company, and other believers in price-cutting, start attacking the "dozen-lot" amendment to the Retail Drug Code which General Johnson signed the first of the month. According to this amendment no drug, cosmetic, toilet article, or drug sundry can be sold by a retailer in any trading area below the manufacturer's wholesale list price per dozen.

• • • Sales of electric refrigerators for the first two months exceeded by 16 per cent the quota set by members of the Electric Refrigeration Bureau. States which did 150 per cent or more of quota were Kansas, 230.9 per cent; Oklahoma, 224.7; South Dakota, 191.3; Georgia, 190; Missouri, 174.6; Arkansas, 170.1; Wyoming, 164.8; Maryland and D. C., 164.4; Tennessee, 158.8; South Carolina, 158.2; Virginia, 155.1; Kentucky, 151.7. All of these states were in the Southeast, Southwest and Middlewest.

# Camera Slants in the April Marketing News



Message from Heaven: This newest spectacular overlooking the Century of Progress grounds in Chicago will remind the visiting millions that Old Dutch still saves barrels of elbow grease. Biggest improvement in the new type signs is that they are legible and attractive by day as well as by night. Sign by Federal Electric.

A "Sock" Display: Only a stony heart could resist this Johnson & Johnson three-part movie (below) of a young gentleman removing his socks for a "Rubdown with J & J baby powder" in current window displays. Einson-Freeman created it.



Shaking for Frigidaire: William B. Ahern, mixology professor of the NY Bartender's School, shows how it's done in the Frigidaire talkie "We're in the Money." The picture stars experts from many parts of the country preparing food and drink, and will be shown to 200,000 food retailers in 200 cities. Naturally, Frigidaire hopes to benefit indirectly.



Phi Beta Kappa: Frank G. Kane (left) is a new vice-president of Campbell Ewald Agency, handling the Pontiac Motor account. A former professor of journalism at the University of Seattle, a Phi Beta Kappa at the University of Michigan, where he graduated, Mr. Kane spent nine years with Erwin Wasey as copy writer, copy chief and account executive.



Strauss Photo

He's Elected: Shell Petroleum announces the appointment of L. H. Spinner (above) as assistant manager of the sales promotion-advertising department. He has also been recently elected one of the three members of the Executive Committee, NRA, Liquefied Gas Code Committee.



Promoter Promoted: Chevrolet dealers all carry marshal's batons in their knapsacks. Here's another one who rises from the ranks, E. W. Timper (above) Chev's new sales promotion manager. He succeeds E. W. Fisk. Mr. Timper's stepping stones to his present position include salesman, dealership manager, national used car manager and assistant sales promotion manager.



# What the Consumer Thinks of Advertising—A Lowdown

The eighth of a series of dealer and consumer investigations made exclusively for Sales Management by Ross Federal Service, Inc., New York.

THE average consumer has more faith in the statements made by national advertisers than those of retail merchants; half think that most advertising statements are based on exaggerated claims, the other half that they are composed in the main of reasonable facts. Price is the thing most often found lacking in advertisements.

The most reliable authority for a statement about the quality or performance of a drug or grocery product would be that it met standards set by the Federal Government; the least convincing statement of all is the testimony of a famous person—a movie star, society woman, or athlete.

These are a few of the highlights from the eighth SM-Ross Federal survey conducted among approximately one thousand men and women in more than a score of cities in the East and Middlewest.

The first question asked by the Ross investigators was—"Do you frequently read advertisements or hear them on radio programs?" Ninety-four and six-tenths per cent said "yes." If a person said "no," the Ross men were instructed to go no further. We wished to confine the questions to those who read or heard advertisements with sufficient frequency to have formed some definite opinions.

## Both Men and Women Favor National Advertisers

The question: "In which do you have the most faith—statements made by retail merchants, or ones made by national advertisers?" Women were divided, as shown in the adjoining table, with women over 30 slightly favoring the retailer, but the younger group were so predominantly in favor of the national advertiser that the grand total was swung slightly his way. With men there was no division by age groups—they were solidly in favor of the national advertiser. A possible reason for the difference shown between men and women is that the

housewife does most of the retail shopping, and, through daily contacts with her storekeepers, comes to have more faith in them than does her husband, who probably hates to shop anyway.

	Believe Retailers Most Per Cent	Believe National Advertisers Most Per Cent
Women over 30 ..	51.9	48.1
Women under 30 ..	24.5	75.5
Total, Women ...	42.1	57.8
Men over 30 .....	33.1	66.9
Men under 30 .....	30.1	69.8
Total, Men .....	32.0	68.0
Total, Men and Women.	36.4	63.6

## Prices Mentioned Most Often as Feature Lacking in Ads

The question: "In general, do you find that most advertisements tell you all that you want to know about a product in which you are interested? . . . If the answer to the above question is 'no,' what feature is most often lacking?"

Advertisements do seem to tell enough for most people; 71.3 per cent answered "yes."

The reasons given by those who wanted more information were varied, but "price lacking" and "not specific enough" led with both men and women. The reasons advanced were:

	Per Cent
Price lacking .....	34.8
Not specific enough .....	27.4
Misleading or exaggerated ....	11.3
Fail to state ingredients .....	5.7
Lack technical details .....	4.3
Evidence of quality lacking...	3.0
Fail to state limitations .....	2.6
Does not tell where to buy....	1.8
All other reasons .....	9.1

## Exaggerated or Factual—A Division of Opinion

The question: "Most advertising statements are based either on exaggerated claims or reasonable facts. Which do you find most often to be the case?"

Men are more cynical than women: The young of both sexes are more

likely to say, "Oh, yeah" than their elders. See adjoining table.

Nearly two-thirds of the women over 30 accept the average advertisement as being based on reasonable facts, but less than half of the younger women agree to this. As a group the balance slightly favors fact rather than exaggeration.

But men are skeptical. Their disbelief is in almost exact inverse ratio to the belief shown by women.

Perhaps the answer is that advertisers have directed more of their attention to women. The results:

	Believe ads based on Reasonable Facts Per Cent	Believe ads exaggerated Per Cent
Women over 30 ..	63.4	36.6
Women under 30 ..	49.7	50.3
Total, Women ...	57.0	43.0
Men over 30 .....	48.9	51.1
Men under 30 .....	43.9	56.1
Total, Men .....	46.7	53.3
TOTAL, Men and Women.	51.3	48.7

## Consumers Favor Federal Standards; Thumbs Down on Famous People Testimonials

The question: "Advertisements of drug store and grocery store products frequently mention an authority for the claims made about the quality or performance of the product. Indicate the three authorities you would find most convincing."

Then followed eight authorities, of which five are used frequently, one infrequently, one can be used only in local advertising, and the other is to some extent academic. This last is "The statement that the product meets standards set by the Federal Government."

Because of the interest in the Cope-land-Tugwell Bill, the editors worded the main question so as to include only food and drug products, and, because of the possibility that some system of governmental standardization and/or grading may be made mandatory, they decided that this would be an ideal time to find out how consumers would react to advertising which showed that the government "approved" the product.

The answer is clear. Votes for "meets standards set by Federal Government" led all other authorities by



nearly 50 per cent. It was the favorite of both men and women, and in both age groups. (See table page 324.)

The other extreme—the low point—was testimonials by famous people, with only 3.6 per cent of the total votes. There seems to be no questioning the fact that consumers do not find these testimonials *convincing*, but from a practical point of view we must remember that the answers to question six do not in themselves constitute a course on how to write advertisements that pay. In the first place we made no attempt to analyze in this survey the kind of advertisements which made people *buy*. Secondly, the testimonial of a famous person may be unconvincing in itself, but if it has *attention-value*—which usually it does have—it may lead the consumer on into the ad and there he or she may find other statements which counteract the disbelief created by the testimonial.

Testing laboratories maintained by associations or colleges ranked second to government standards in believability. Dr. Fishbein, et al, should feel flattered.

Close behind associations and colleges—and virtually tied for third place—were "testimony of satisfied users who are residents of your city," and "testing laboratories maintained by magazines or newspapers." Only a handful of votes separated them. The former led all other types of testimonials by individuals, and the high believability rather indicates that advertisers who advertise locally, and who use testimonial copy, should get the experiences of local users and *truly* localize their copy.

Because there are relatively few magazine or newspaper publishers who maintain testing laboratories, the high ranking of this authority is somewhat astonishing. Quite a few consumers went to the trouble of writing in the names of specific publications at the bottom of the questionnaire.

"Ordinary citizens" who offer testimony are more convincing to women over 30 than to any other group, while men find independent testing laboratories slightly more convincing.

Lo, the poor manufacturer! Whenever he or engineers or scientists in his regular employ rise to speak the consumer apparently gets a good laugh. Next to famous-people testimony, his statements about his product go at the biggest discount. The answers to questions six and seven seem to indicate that the consumer is more likely to believe statements made by a *company* of high repute than the same statement made by an *individual* in that company.

The testimonials of such people as movie stars, society women and athletes received the lowest ranking in believability. Testimonials of local people and ordinary citizens ranked relatively high.



Our pineapples are grown on our own plantations in Oahu and Lanai—the choicest pineapple fields of Hawaii. This makes it possible to control completely the harvesting. Only those sun-ripened pineapples reaching juice-laden perfection are selected for the day's harvesting.

### Dole-grown Hawaiian Pineapple



You could grow the most delicious pineapples in the world yet lose much of the elusive fragrance and flavor without unusual care in packing. The exclusive DOLE Fast-Seal system of vacuum-packing holds every particle of tropic goodness and flavor, as well as the important nutritive elements.

plus Dole vacuum-packing



gives you this delicious treat

The most exacting appetites can't resist the melting appeal of DOLE Hawaiian Pineapple. Dole-grown Hawaiian Pineapple plus Dole vacuum-packing gives you even more than a delicious treat. All the well known, scientifically established nutritive elements in canned pineapple—about which you have already read—are more completely re-

tained. Make sure of getting DOLE Hawaiian Pineapple by looking for the name DOLE stamped on the top of the vacuum-sealed can. Hawaiian Pineapple Co., Ltd., 215 Market St., San Francisco.

**DOLE**  
HAWAIIAN  
PINEAPPLE



You'll find like jumping out of bed with a bang when you have Dole's in a bowl, and glass of DOLE Pineapple Juice waiting on the breakfast table. Enjoy your appetite with this refreshing, unadorned pineapple juice today.

## Easier Housekeeping with towels

TESTED AND  
APPROVED BY  
GOOD HOUSEKEEPING  
INSTITUTE



TESTS in the Institute Laboratory proved these fine-grade paper towels are strong and durable... highly absorbent... chemically pure.

Practical use in the Institute Kitchen proved they save time and work. Here are just a few of the dozens of tasks these absorbent paper towels make easier:—

1. Draining foods after frying in deep fat.
2. Wiping out greasy broiler pans or skillets before washing.
3. Wiping up the sink, the table, or kitchen cabinet.
4. Drying fruits and vegetables.
5. Draining lettuce before putting a salad together.
6. For catching and disposing of vegetable parings.
7. For removing melted chocolate from saucers before washing.
8. For polishing glassware and mirrors.
9. For mopping up spilled food.
10. For greasing baking pans.
11. For wiping off windows between washings.
12. And—for drying hands after every task that leaves them wet.



### SPECIAL INTRODUCTORY OFFER

If your dealer does not sell Scott's Paper Towels, send us 10¢ (money or stamps) and we will send you postage paid—  
3 ROLLS OF SCOTT'S TOWELS, AND 1 EXCHANGE PICTURE,  
or 50¢ for 6 ROLLS AND ONE PICTURE.

Check color of towel before dashed: ☐ Ivory ☐ Pale Green

Name \_\_\_\_\_

Address \_\_\_\_\_

Franklin's Name \_\_\_\_\_

Testing laboratories of magazines, newspapers, associations and colleges received a high rating in the consumer survey. The *Good Housekeeping* seal in the Scott Towel ad and the A. M. A. insignia at the left are typical of endorsements considered factual and convincing.

## What Are the Chief Criticisms of Advertising?

After answering the several specific questions, the editors let consumers blow off steam by answering, "What is your chief criticism of advertisements?"

	Per Cent
Claims are exaggerated .....	44.9
Ads twist scientific data into half-truths and misleading statements	12.6
Too long .....	11.7
Lacking in specific information..	8.8
Don't like testimonials .....	4.2
Ads contain too much repetition.	3.2
Advertising adds to cost of product .....	3.0
Ads do not state price .....	2.1
Too "intimate," or otherwise offensive .....	2.1
Ads are a helpful social influence	1.9
Criticisms of sales policies ....	1.5
Criticisms of pictorial effects ....	1.5
Contain "extraneous" subject matter .....	1.0
Too childish .....	1.0
Not simple enough .....	0.5

Out of the total number of all consumers interviewed, 85 per cent took advantage of the opportunity offered to express a criticism. Three and one-half per cent wrote in "no criticism."

Among the more interesting criticisms were the Albany housewife who said, "Testimony is too easily purchased on most products," and the Minneapolis salesman who thinks there are too many half-dressed women on posters, as does a housewife of Rumford, Rhode Island, who says "too much pictorial nudity." A clerk in Pittsburgh expressed utter skepticism. He pointed arrows at all testing laboratories and at the Federal Government and made the withering remark, "All of these authorities are paid-for testimonials."

Radio announcements came in for a lot of panning. "Senseless appeal," "too childish," etc.

Other comments were:

"They do not put all the cards on the table. They contain misleading trade names and are so worded that unless studied carefully, the reader gets a totally wrong impression of the goods."—Clerk, Pittsburgh, Pa.

"Should have more price advertising. Better description of articles with less claims about superiority."—Dental Nurse, Minneapolis.

"Each one tries to outdo competition by criticizing competitors—except Old Gold."—Stenographer, Minneapolis.

"Chief criticism is senseless appeal of radio ads. Those that call attention to the commodity and don't attempt to sell get most attention—like Metropolitan Life Insurance ads."—Attorney, Minneapolis.

"Chief criticism is that ads discredit

## The Most Convincing Authorities

	WOMEN		MEN		GRAND TOTAL Men and Women %
	% to Total This Group	% to Total All Women	% to Total This Group	% to Total All men	
1. Statement that product meets standards set by Federal Government					
Over 30 years group	19.7		22.3		
Under 30 years group	24.5		21.3		
TOTAL		21.8		21.9	21.8
2. Testing laboratories maintained by associations or colleges					
Over 30 years group	15.8		14.7		
Under 30 years group	13.4		19.5		
TOTAL		14.8		16.6	15.8
3. Testimony of satisfied users who are residents of your city					
Over 30 years group	17.3		14.2		
Under 30 years group	14.8		9.7		
TOTAL		16.2		12.8	14.3
4. Testing laboratories maintained by magazines or newspapers					
Over 30 years group	14.5		13.7		
Under 30 years group	15.3		13.8		
TOTAL		14.9		13.8	14.2
5. The testimony of satisfied users who are ordinary citizens					
Over 30 years group	14.8		12.4		
Under 30 years group	12.3		13.0		
TOTAL		13.7		12.6	13.1
6. Independent testing laboratories					
Over 30 years group	6.2		11.2		
Under 30 years group	8.6		14.9		
TOTAL		7.2		12.7	10.3
7. The manufacturer himself (such as the head of the business or engineers)					
Over 30 years group	8.0		8.0		
Under 30 years group	4.8		5.2		
TOTAL		6.7		6.9	6.8
8. Testimony of satisfied users who are famous people (movie stars, athletes, society women, etc.)					
Over 30 years group	3.5		2.9		
Under 30 years group	6.3		2.6		
TOTAL		4.7		2.8	3.6

competitors' products."—Brokerage clerk, Indianapolis.

"Chief criticism: Announcements to the effect that no other product of its kind has any merit."—Clerk, St. Paul.

"Belittling competitors' products by stressing some small claim of advertised product, competitor not having it being called 'ordinary.'"—Salesman, Cleveland.

"Ads are too exaggerated. Some impossible as to results. According to some cold creams, etc., you get a new skin in two weeks."—Personnel director, Philadelphia.

"Too much 'before and after' examples. Before using this new soap your face is rough, etc., and after using this new soap your face will be perfect."—Stenographer, Albany.

"Some products exaggerate so much it

is difficult to believe a true statement."—Contractor, New Haven.

But not all comments were negative. Here are a few who went out of their way to pat advertising on the back:

"I usually find them (the advertisements) very useful."—Housewife, Philadelphia.

"No criticism. Advertised products are best products to use for safe results."—Dentist, Philadelphia.

"Very fair in presenting true character of the product."—Mechanic, Washington, D. C.

"My only guide for buying modern commodities."—Housekeeper, Philadelphia.

"A very helpful guide in keeping me from using substitutes."—Housekeeper, Philadelphia.



Ross Federal Service, Inc.  
6 East 45th Street  
New York City

QUESTIONNAIRE #1

SALES MANAGEMENT SURVEY ON ADVERTISING

1. Do you frequently read advertisements or hear them on radio programs?  
Yes or No Yes
2. Occupation of person interviewed Housewife  
Sex Female Approximate Age 28
3. In which do you have the most faith - statements made by retail merchants, or ones made by national advertisers National Advertisers
4. In general, do you find that most advertisements tell you all that you want to know about a product in which you are interested? No  
If the answer to the above question is "no", what feature is most often lacking? Price lacking; description of article not complete
5. Most advertising statements are based either on exaggerated claims or reasonable facts. Which do you find most often to be the case? Exaggerated
6. advertisements of drug store and grocery store products frequently mention an authority for the claims made about the quality of performance of the product.  
Indicate the three authorities you would find most convincing.  
☒ Testing laboratories maintained by magazines or newspapers.  
☐ The testimony of satisfied users of the product who are famous people (such as athletes, society women, movie stars, etc.)  
☐ Testing laboratories maintained by associations or colleges.  
☒ The statement that the product meets standards set by the Federal government.  
☐ The testimony of satisfied users who are residents of your city.  
☐ Independent testing laboratories.  
☐ The testimony of satisfied users who are ordinary citizens.  
☒ The manufacturer himself (such as the head of the business or engineers or scientists in the regular employ of the company)
7. What is your chief criticism of advertisements? Misleading and exaggerated; radio ads appeal to few - years old intelligence  
Name Mrs. L. F. Burrows Address Belvedere Ave. City Oakmont  
Del. Co. Penn.

## Notes on This Survey

This is the questionnaire which consumers filled out in the presence of Ross investigators. Or, more precisely, *half* of the questionnaires followed this form. In the other, questions three, five and six were run in reverse order so as to avoid any possible tendency which consumers might have to vote for the first item mentioned. For example, question five was split between "exaggerated claims or reasonable facts" and "reasonable facts or exaggerated claims." A careful study of the returns shows that this precaution was unnecessary. There were no essential differences between the two sets.

The survey was conducted in a long list of major cities and their suburban districts which included: New Haven, Washington, Chicago, Indianapolis, Richmond, South Bend, Boston, Somerville, Detroit, Minneapolis, St. Paul, St. Louis, Albany, Bronx, Brooklyn, Buffalo, Johnstown, Rensselaer, Westchester County, Cincinnati, Cleveland, Shaker Heights, Philadelphia, Drexel Park, Oakmont, Pittsburgh, Providence, Pawtucket, Rumford.

Those interviewed were divided almost equally between men and women. Fifty-two per cent of the women were over thirty; 59.8 per cent of the men. The great majority were in the middle classes. Many and diverse were their occupations, including a butter and egg salesman, housewives, stenographers, lawyers, doctors, dentists, nurses, teachers; also policemen, a class at the University of Pennsylvania, an Albany bootblack, branch managers, company officials, plant managers, hairdressers, bank tellers, merchants and funeral directors.

Note that the questionnaire led by natural stages from simple, easily answered questions, up to the more difficult numbers, six and seven.

The editors suggest that you may find it interesting to answer the questions yourself before you read how typical consumers answered them.

## And Now That You've Read the Consumer Survey on Advertising:

What do you think of it? We showed advance proofs to a number of prominent advertising men. One of the best-known national advertisers considered it so important that he called a special meeting between his staff and his agency to discuss it. An agency head, on the other hand, doesn't think that the consumer is capable of thinking straight about advertising, and for that reason he says he wouldn't be influenced by the answers to the survey questions even if they came from a million consumers instead of a thousand.

What is your opinion? Does the survey suggest other questions you would like to have answered in these SM-Ross Federal surveys? In an early issue we will print an open forum of subscriber letters on this highly controversial subject of what the consumer thinks of advertising appeals.

\* \* \*

The SM-Ross Federal survey in the issue of April 20 will be a Current Business Conditions report on more than 60 metropolitan trading areas. See page 338 for detailed description.

## Schenley Creates Art Dept. for Restyling

Schenley Products Company, liquor distillers, has appointed Morris B. Sanders, Jr., head of a newly formed art department with George Sakier as design counsel. The department's first work will be the restyling and redesigning of bottles, labels and packages.

Mr. Sanders is both architect and industrial designer. He superintended the Metropolitan Museum of Art's first industrial design show, creating bottles and glass, carpets, furniture and flooring for various exhibitors. Mr. Sakier is design consultant for American Radiator and Standard Sanitary Corporation and for Fostoria Glass Company. He originated prefabricated metal wall sections for bathrooms and neo-classic glass. Formerly he was art director of *Harper's Bazaar*.

## New Use for Balsa Wood

Balsa wood, that lighter-than-cork tree which is now used for packing fine furniture, carved mannequin dolls, life preservers and a hundred other things, may become a perfume container. Spongier than a sponge, balsa soaks up odors and can be carried in ladies' compacts. Dr. H. P. Brown, of the New York State College of Forestry, has been experimenting and reports success with the versatile Central American wood.



# Should Industrials Sell by Geography or by Industries?

**S**HOULD the industrial manufacturer organize his sales force along industrial or along geographical lines? That is, should he have his salesmen cover territories or industries.

This is a moot problem in industrial marketing. A manufacturer may be selling scores of industries, all of which may require at least a semi-engineering service. Generally, the same type of sales engineer cannot satisfactorily serve all kinds of industries. The man capable of doing a good job with paper mills may not be able even to talk the language of the makers of electrical motors. To sell some industries, a salesman may have to be a production engineer. To sell others, he may have to be a mechanical engineer. To do business with mines, it may be necessary for him to be a graduate of a school of mines. A practical knowledge of civil engineering may be needed in selling to other fields.

## Trend Is Toward the Map

And to make matters worse, all of these unrelated types of industries may be located in the same sales territory. In fact, there are few territories in the industrial field that do not contain quite a variety of industries. To do any sort of an effective selling job under these conditions, a salesman would have to be a "master-of-all-trades."

For these reasons, it has been the experience of manufacturers who have many industries to cover that only the geographical sales set-up is practical. The industrial set-up may in some cases be less complicated and frequently it gets greater immediate results. In the long run, though, it generally runs selling costs up to prohibitive heights.

Of course, this does not apply to a company that has only a few industrial markets. In that event it may be better to have industrial territories. I know one concern that sells only to the tobacco, leather and confectionery industries. It has three highly trained specialists covering each field, or nine salesmen altogether. It used to sell geographically and then had fifty-four salesmen. It is getting more profitable results under the present set-up.

The tendency, however, is over-

BY

JOHN ALLEN  
MURPHY



Manufacturers with a number of industrial customers weigh the pros and cons of deploying their selling troops geographically or by concentrating experts on particular industries. The Fafnir Bearing Company does both. Executives constitute a flying squad of experts to supplement territorial salesmen.

whelmingly in the other direction. Most industrial manufacturers are trying to diversify their markets. It is significant that those concerns that are selling to a large number of industries, of different types, are today doing the best business. Obviously, when a company's market is confined to a few industries, it is going to meet periods when several of those industries will be flat on their backs. If, however, the company's market contains a large variety of industries, enough of them will always be buying to assure a steady volume of business for the seller. That explains why the typical industrial market at present includes a large number of industries.

The problem, then, for the manufacturer who is trying to get industrial

business is to find some way of rendering a specialized engineering service to the varied types of industries in a territory, and at the same time to maintain a geographical sales set-up. How this piece of legerdemain can be performed can be best explained by examining the methods of a company which is performing it. Such a concern is the Fafnir Bearing Company, of New Britain, Connecticut.

Fafnir has had experience with both the industrial and the geographical type of sales-territory set-up. For a time most of this bearing manufacturer's selling efforts were along industrial lines. That is, its salesmen were trained to serve certain classes of industries. The men were not necessarily engineers, but they were qualified to give engineering service on the use of anti-friction bearings to the industries on which they were specializing. They called on these industries, no matter where located. As a result, many Fafnir representatives were covering the same geographical territories. It happened on more than one occasion that a number of Fafnir men would run into each other in a city, sometimes in the lobby of their common hotel.

## Basis for Efficient Selling

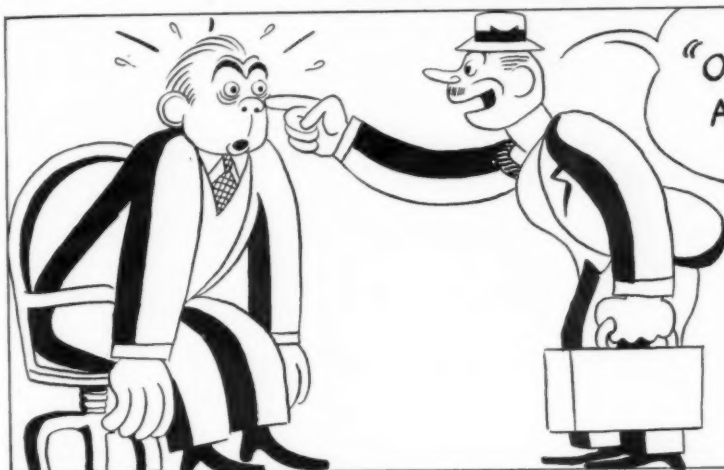
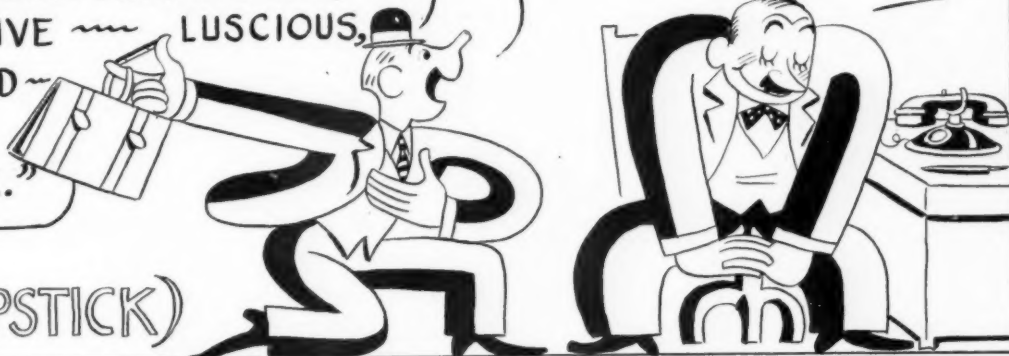
Obviously this method of selling had certain decided advantages. For one thing, the buyer had the benefit of being served by an expert. If he, for instance, were a machine tool manufacturer, the chances are that the Fafnir representative who called on him knew as much about machine tools as he did. At least he knew enough about machine tools to inspire the buyer's confidence.

This method of selling also had its disadvantages. The most serious objection to it is that it was not economical. There was too much duplication of effort and too much traveling. Also the system got salesmen into the habit of thinking that distant pastures were greenest. There were other drawbacks to this method of selling. In fact, its disadvantages so far outweighed its advantages that several years ago the Fafnir Bearing Company abandoned the industrial sales set-up in favor of the geographical plan.

SALES MANAGEMENT

"IF YOU WANT **LOVE** THIS WILL  
MAKE YOU LOOK PROVOCATIVE,  
NOT PLAINTIVE ~~~~~ LUSCIOUS,  
NOT LAQUID ~~~~~  
GORGEOUS,  
NOT GRAVE."

(TUSSY LIPSTICK)



"ONLY **YOU** AND THE  
APES CATCH COLD!"

(LISTERINE)

"SPRING DRESSES ARE DESIGNED FOR  
THE NUDE SILHOUETTE. THEY  
CLING SO TIGHTLY ~~~~~ AND  
REVEAL SO MUCH. WHAT SKIMPIES  
DOES TO YOUR FIGURE IS  
AMAZING. A FEW SCANT OUNCES  
CREATES A FIRM SYMETRY OF CURVES."

(SKIMPIES CORSETS)



"A SYMPHONY OF SUN-BRIGHT DAYS  
AND STAR-DECKED NIGHTS... OF  
TROPIC LANGUOR SPICED WITH  
LUST OF LIVING. HAUNTINGLY  
BEAUTIFUL AS THE INTANGIBLES THAT  
MAKE LIFE IN HAWAII A DELECTABLE  
UNBROKEN FEAST OF THE SENSES,  
EMPHASIZED BY LOW COST."

(MATSON LINE)

¶ If salesmen talked like the ads



The company's regular sales representatives now work either out of branch offices or from their homes. The salesmen reside in their territories. Two of the offices have a couple of specialty salesmen, handling automotive distribution. All other salesmen call on all classes of accounts. They handle all business in their territories, regardless of its nature.

This system enables the salesmen to call on important customers as often as may be necessary. It makes it possible for them to keep an eye on all prospects in their districts, without having to do a lot of costly traveling. It gives the Fafnir representative a chance to get close to his prospects and to learn their problems and to give prompt service to the trade in his community.

### The Trouble-Shooting Squad

The trouble with this sales set-up is that it does not give customers the engineering cooperation which the buyers of a product such as anti-friction bearings require. The Fafnir Bearing Company has overcome this difficulty by instituting a flying squad of experts to supplement the territorial organization. This squad is composed of officials and executives of the company, totaling about seventeen men at the present time.

Fafnir has no desk executives. That is, it has no brass-hats who sit at their desks all the time. Every man of any importance at all, from Maurice Stanley, the president, down to the managers of minor departments, has to do some selling and to spend part of his time on the firing line.

Every one of these seventeen executives has a selling duty to perform that is peculiarly his own. For example, Mr. Stanley used to be sales manager of the company. He personally secured a number of Fafnir's most important accounts. He still calls on these buyers occasionally, just to let them know that even though he is president, he likes to keep his selling hand in practice. Mr. Stanley also gets in on new business once in a while, to show the boys how it is done.

C. S. Stanley, the present sales manager, is a true sales director of the modern type. He spends a great deal of his time out on the road, contacting the sales representatives and helping them to close tough orders. He gets into all territories and hits all classes of accounts, except the automobile manufacturers.

Robert Carter, a vice-president, devotes himself exclusively to the motor car makers. While the company has a competent sales representative in Detroit, the car manufacturers there

frequently need engineering counsel from equipment producers, particularly when some innovation like "knee-action" suspension comes along. Mr. Carter is not only qualified to assist the motor car engineers in adapting ball bearings to their needs, but being a vice-president, he is able to speak with authority for his company.

Harry Reynolds, the chief engineer, travels into the company's sales territories, mainly as a trouble-shooter. Whatever the difficulty, Reynolds can nearly always iron it out and thus remove the dam from the sales stream.

A number of the company's executives devote their time to new industries or to old industries that are just beginning to use anti-friction bearings.

## "Anthony Adverse" Breaks Records; Shrewd Promotion or Book's Guts?

Don Luis in his coach, racing madly across Southern Europe, sped less fast, it seems, than the popularity of the book which Hervey Allen wrote a century and a half later about the son of the Don's wife. In the nine months since its publication 370,000 copies of "Anthony Adverse" have been sold in this country—almost at the rate of 10,000 copies a week. It is still selling at a weekly rate of 7,000 or 8,000. . . . England, where it has just been published, has bought 25,000. France, Holland, Denmark, Germany and Sweden soon will have editions of their own. Like the travels of Anthony himself, the interest in it reaches already from Livorno to Mexico City, and may extend even to Futa-Jaloon.

The largest sale of any three-volume novel (it contains 1,224 pages) was not achieved by accident. John Farrar of Farrar & Rinehart, who published it, thinks "Anthony Adverse" has gone over because it is "a man's book"; because it was "guts." The writing, he admitted, may have had something to do with this, and the ability of Mr. Allen to recreate an era and to people his vast stage with living people. But the promotion, this reporter believed, has played a part, too.

Mr. Farrar was reluctant to talk about this. "I don't like to rationalize the things we are doing in advertising," he said. "It seems to me that advertising has been rationalized into a state of coma." And though he admitted his company must have spent \$35,000 or \$40,000 on behalf of the book (which the reporter figured to be about 5 per cent of their gross income of about \$750,000 from it in

Once a field becomes accustomed to the employment of bearings of this kind, frequent contact by the experts is no longer necessary. After that, the territorial representatives can take over the usual sales work.

The Fafnir executive staff does not go after orders when they hit the road. They go out to give engineering help to customers and to supplement the efforts of their regular salesmen. It is true that orders frequently result from their labors. In that case, credit for the sale goes to the salesman covering the territory, except in those instances where that district or that particular account has not been assigned to any sales representative.

this country) his red-brown hair bristled a bit at the suggestion that promotion played a leading part. "You can't 'build' a book beyond 25,000 or 30,000," he declared, "whatever you may spend. After that, it must stand on its own.

"Mr. Allen had a wide reputation before 'Anthony Adverse' came out. His 'Israfel,' a life of Edgar Allan Poe, sold 10,000 copies, an exceptional number for a book of that kind. A lot of men liked his war diary, 'Toward the Flame.' For 'Anthony Adverse' he was ripe, without being stale. . . . The fact that the Book of the Month Club took it helped somewhat. So did the enthusiasm of book sellers and critics. Advance orders were 1,000 copies."

But there must have been a reason for the trade's interest, the reporter insisted. And Mr. Farrar began then to talk about promotion. He brought out a dozen pre-publication advertisements. One was a letter signed by "Anthony Adverse" himself. Another emphasized that "May 22 (the publication date originally set) may be the most important date in American publishing history." There was a blue-and-gold "Anthony Adverse" banner for book stores and departments by that time, and a syllabus which took only sixteen galleys, to let the trade know what it was all about. Book-trade paper advertising helped, and newspaper space has been used consistently throughout these nine months.

"Anthony Adverse," it appears, was a "contract book." Stanley and Frederick Rinehart (sons, incidentally, of Mary Roberts Rinehart) and John

(Continued on page 336)



BY

J. J. McHUGH

*Western Regional  
Supervisor, Home Con-  
struction Division,  
Sears, Roebuck and  
Company*



Employment of a poorly equipped salesman is a reflection on management. There is no fool-proof measuring rod for applicants, but the Home Construction Division of Sears, Roebuck has devised an application form that is a real aid in enabling the sales manager to crystallize his opinions of the prospective worker.

## How Sears, Roebuck Separate Wheat from Chaff in Hiring Salesmen

**M**ANAGING a large number of local sales offices, each with a group of salesmen in charge of a sales office manager, presents a number of problems not found in a large, centrally located and controlled sales force.

Standardizing methods and operations, to procure uniformity, must be handled with great care. There is danger in having an important function become a matter of routine. Salesmen, and even sales executives, are prone to fall into the habit of thinking, often unconsciously, that if they follow faithfully the method laid down failure to secure results does not become their personal responsibility.

For that reason we prepared what we consider a rather complete form, for the use of our sales office managers in hiring salesmen. The form is not scientifically designed to produce psychological reactions on the part of the applicant, but rather to force the interviewer to think. As the hiring will, in the final analysis, be a matter of judgment on the part of the sales office manager, all we can expect to secure is the best judgment of which he is capable. The form is also designed to crystallize the interviewer's thoughts and reactions, and bring home to him a full sense of his responsibility. This, of course, is used in connection with a regular application blank.

With the form we send a set of instructions outlining the procedure. While the method or procedure is very definitely outlined, there is nothing said that will take from the in-

terviewer's shoulders the responsibility for his own decision.

The instructions follow:

Ask the applicant all the questions on the attached form, and write down the answers yourself.

Elaborate on the questions wherever necessary, making marginal notes. For instance, if the applicant has lived at his present address only a few months, you should ask him where he lived previously, and how long, so as to clarify in your mind whether he is a stable citizen, or a nomad.

The questions in regard to whether the man rents his house or owns it, how much property he has, etc., and the amount of life insurance he carries, are intended to indicate how well the applicant has managed his own affairs. With a young man it is not so important that any of these items show up specifically; but a married man with a family, who has reached the age of 35 or 40 and has managed to accumulate little or nothing, and carries no comparable amount of life insurance, would seem, on the surface, to be devoid of an understanding sense of responsibility. It goes without saying that his history would require some further explanations before employment.

The question in regard to schooling, or education, is important. You should find out about when the man left school, so that in checking up on his experience, which comes immediately after, all of his business history will be accounted for as far as possible.

The amount of time he has spent in

each position should be checked carefully, because a "rolling stone" will continue to roll in many instances, unless there has been deliberate planning on the part of the prospective employe.

The questions in regard to fraternal organizations, interest in politics and ability to make friends, are all intended to bring out whether the man is a good mixer among his fellowmen, or a recluse. A good salesman must be a good mixer—but in a friendly and interested manner, and not in a flippant or sporty attitude.

Likewise, the question "What is your chief interest outside of your work?" should help you decide whether the man is physically active or of a lazy type. For instance, you will secure a preliminary impression of his physical characteristics by merely observing his actions when he enters the office. If he immediately flops into a chair, and assumes an attitude of indolent ease, and then indicates that his chief interest outside of work is reading, it strengthens the impression of physical inactivity. On the other hand, if he gives the appearance of physical alertness, and indicates that his chief interest outside of work is golf, tennis, gardening, or some other physical relaxation, you may conclude that he is physically active.

The questions in regard to his health are perfectly obvious, as are the questions in regard to the health of his family. The health of a man's family will often serve as an index to his present financial standing, and will in-

# Questions Sears Roebuck Ask a Prospective Construction Salesman

## QUESTIONS TO ASK APPLICANT FOR SELLING POSITION OFFICE

Name \_\_\_\_\_ Phone \_\_\_\_\_  
Address \_\_\_\_\_ City \_\_\_\_\_  
How long have you lived there? \_\_\_\_\_ Rent or own home? \_\_\_\_\_  
Age \_\_\_\_\_ Married \_\_\_\_\_  
Family \_\_\_\_\_  
Schooling \_\_\_\_\_  
Experience \_\_\_\_\_

(Note relation between time left school and time accounted for, and check up on gaps in employment. Consider if steady worker or rolling stone.)

What kind of car do you drive? \_\_\_\_\_ Year \_\_\_\_\_  
Do you owe anything on it? \_\_\_\_\_  
Do you own any property besides your home? \_\_\_\_\_  
Value \_\_\_\_\_ Incumbrances \_\_\_\_\_  
Life Insurance \_\_\_\_\_ Amount \_\_\_\_\_ Company \_\_\_\_\_  
How many fraternal societies? \_\_\_\_\_  
Have you held public office, or been interested in politics? \_\_\_\_\_  
What is your chief interest outside of work? \_\_\_\_\_  
Do you find it hard to make new friends? \_\_\_\_\_  
When was last time you required the service of a physician? \_\_\_\_\_  
Cause \_\_\_\_\_  
Any ill effects? \_\_\_\_\_ General health now? \_\_\_\_\_  
Has your family enjoyed good health? \_\_\_\_\_  
Details \_\_\_\_\_

## Questions the Interviewer Asks Himself

1. General appearance \_\_\_\_\_
2. Are clothes neat and clean \_\_\_\_\_ Shoes shined \_\_\_\_\_  
Finger nails \_\_\_\_\_ Clean shaved \_\_\_\_\_  
Teeth \_\_\_\_\_ Hair \_\_\_\_\_
3. Anything in appearance likely to give offense to customer? \_\_\_\_\_
4. Is applicant unusually nervous? \_\_\_\_\_
5. Does he seem to have tact? \_\_\_\_\_ Alertness \_\_\_\_\_  
Pleasant voice \_\_\_\_\_ Good address? \_\_\_\_\_
6. Would you say he has a logical mind? \_\_\_\_\_
7. Does he show signs of dissipation? \_\_\_\_\_
8. Does he appear rugged or delicate? \_\_\_\_\_
9. Is he earnest and serious? \_\_\_\_\_
10. Can he look straight at you? \_\_\_\_\_
11. Do you feel you have held his attention through interview, or has his mind been wandering? \_\_\_\_\_
12. What are your reasons for thinking applicant will make us a good employee? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
13. What handicaps will he have, and what do you intend to do to help him overcome them? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

SALES OFFICE MANAGER

dicare whether the family will be a burden or a help to the man in his new position.

After these questions are asked and answered, and each answer weighed along the lines indicated, you will have a fairly good idea of the kind of man you are talking to.

The next step is to reverse the sheet and check your general impressions on his appearance, alertness, etc.

If your impression is favorable you can present the applicant with an application blank, requesting him to fill it out for further consideration. If your impression is unfavorable, this is a very good time to tell the applicant

that you do not have anything right now that would seem to fit his qualifications, but that you will keep his name on file for future reference.

When you have him fill out an application blank, you are in a position to check his application against your interview blank. If the man has not been entirely truthful, you are going to find discrepancies, which you may ignore or not, according to the circumstances. After the application has been received, then—and not until then—should you tell the man something about your proposition.

If the applicant at any time during the interview injects questions of his

own, it is often advisable to ignore them for the time and go right ahead with the interview. If he persists, you can inform him adroitly that since he is looking for a job, you prefer to secure the desired information as to whether or not he will qualify for the possible opening you have available.

After the application blank is filled out, you will desire to proceed in the usual way to investigate, laying special stress on work references rather than personal references, and then reach your decision after you have received replies to your inquiries. References are references, and there is no final answer in them. They should not be depended upon completely.

The following points cannot be stressed too strongly, and should be borne in mind at all times:

1. Putting a man on the payroll, straight commission or otherwise, will cost your firm time and money. Be sure he is worth what you pay.
2. A man who fails at the job for which he is hired is a direct reflection on the man who hired him.
3. A man who goes wrong while in your employ is invariably looked up, and if his papers indicate careless investigation the responsibility for his misdeeds falls upon the one who hired him.
4. The manager who wants to save his own time and effort, inasmuch as he has to train salesmen, will use great care in hiring them so that he will not have to be training new men constantly.
5. The manager who properly selects and trains a man so that he develops into an executive for the company has produced profit in addition to that which shows on his statement. He will receive recognition in accordance with his efforts.
6. An organization can make or break a manager, and no organization can be built unless the proper materials are properly selected.
7. It is much smarter to refuse to hire a man than to employ one who is poorly equipped.

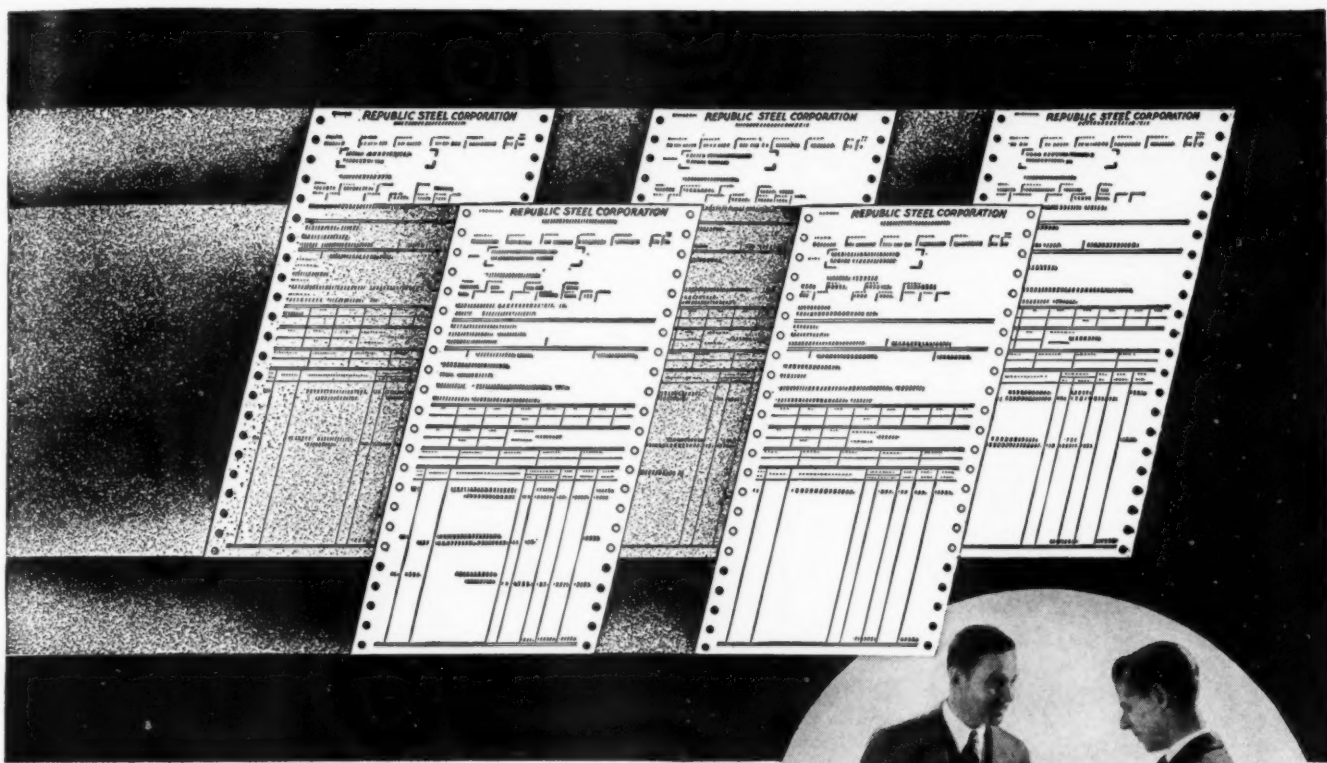
## "Wikies" Doubles Advertising

Gantner & Mattern Company, pioneer San Francisco manufacturer of bathing suits, will use double the previous amount of magazine space in its 1934 campaign. National weeklies, class and college publications will feature Gantner "Wikies" and Gantner Swim Suits. Emil Brisacher, San Francisco agency, handles the account.

SALES MANAGEMENT



By means of Bell System Teletypewriter Service, orders and reports are teletyped between offices on the subscriber's own forms



## IT PAYS FOR ITSELF



MANY companies installing Teletypewriter Service find *it pays for itself* in the economies it makes possible.

Form writing is one of its several cost-cutting features. By this method, two separated offices not only can communicate instantly with each other in writing, but they can make identical copies at each end of the connection . . . on similar printed forms of orders, invoices, shipping reports, etc.

For the Republic Steel Corporation, this (1) eliminates errors, so costly where large orders are in the process of production; (2) eliminates retyping; (3) saves time of office and plant employees; (4) promotes better production control; (5) eliminates checking and other steps and speeds up the whole procedure of handling orders; (6) makes it possible to absorb

additional orders without increasing the cost in proportion.

"The savings over former communication costs, together with those resulting from the elimination of certain steps in order routine, are almost enough to pay for our entire teletypewriter system," says an official. "But probably more important are the immeasurable benefits, such as better service to our customers and the increased efficiency which comes from closer co-ordination between our many units."

Smaller companies profit from Teletypewriter Service as well as larger ones. Your local Bell Company will gladly have a representative show you the benefits which *your* company might gain. Just call the nearest telephone office. There is no obligation.







**Lavatory Puts on the Ritz:** The damsel is seated at the Lady Luxury Vanadoir, a standard size lavatory and dressing table combined. Except for the china basin, this piece of "plumbing furniture" is all metal and comes in a variety of colors and designs, modern and period. Taps for hot and cold water are arranged in front of the Vanadoir, matching the drawer handles. There's no reaching across the bowl for them with the possibility of wetting sleeves. Seven cubic feet of drawer space hold the cosmetic materials of milady's "save the surface" campaign. Electric wiring for vibrator, hair curler, lamps and cigarette lighter add the final touch. Vahan Hagopian designed the fixture for Excelso Products Corporation, Buffalo.

## Designing to Sell



**Olive Oil Vase:** More and more are manufacturers adding a re-use value to their containers. Pompeian Olive Oil Corporation, Baltimore, is introducing this graceful and ornamental container which, when emptied, may be used as a vase. Thoughtfully, there is no advertising on the urn-shaped bottle, for the label is easily removed, so housewives are taking to the oil that gives them a holder for posies.

**It Won't Come Off:** Wet hands grab for the shampoo bottle and, all too often, the label slides off in a soggy pulp. Hennafoam Corporation, however, has an absolutely permanent lettering on its new amber bottle. Owens-Illinois Glass Company, of Toledo, worked out the applied lettering process which, it feels, should stimulate "singing in the bathroom."



**Mouquin's Hexagons:** That venerable firm is packaging its wines and cordials in hexagonal cartons, designed and produced by the Robert Gair Company. In addition to being unusual, the carton gives greater protection, as exterior blows, when shipping clerks get playful, are distributed along the hexagon's two sides. Round bottles and oval flasks are also economically enclosed and there is no danger of their rolling. The three display surfaces are finished in black, gray and white.



**New Haven's Newest:** Here's the interior of the streamlined cars which Walter Dorwin Teague designed for the New Haven Railroad. Fifty of them will start rolling by summertime. About 100,000 pounds are taken off the weight, thereby increasing the speed and lowering operating costs. Air-conditioning, gay color schemes, non-shatterable glass and lighting without glare help keep passengers contented. The seats have adjustable cushions and backs and are 65 pounds lighter than the familiar type. Card players will rejoice to learn that the seats may be turned, allowing for a comfortable foursome.



# 18<sup>th</sup> Century designs and materials

## CAN'T MEET 20TH CENTURY NEEDS



**A**S AN EXAMPLE of Eighteenth Century art and craftsmanship, the Adam style cooler is a worthy museum piece, but it would be worthless as a model for a Twentieth Century electric water cooler.

Twentieth Century products demand Twentieth Century designs and materials. Both must lend themselves to quantity production by machines. In thousands of instances this problem is being met through the use of Bakelite Materials. In the case of the electric water cooler, the paneling of the cabinet is of Bakelite Laminated,

a material that is light in weight, hard, very strong, resistant to moisture, oils and most chemicals. It is available in black and in many colors, and its high lustre finish is lasting.

Bakelite Laminated is but one of many Bakelite Materials. There also are numerous types of thermal plastics, transparent materials in a wide range of colors and tints, technical varnishes, enamels and cements, synthetic resins for air drying paints and varnishes, flexible resinoids for treating and moisture proofing fabrics, and a number of others. There is an

opportunity to use one or more of these materials to advantage in almost any product.

Our new editions of 26L, "Bakelite Laminated," and 26M, "Bakelite Molded" contain interesting illustrated descriptions of Bakelite Materials and their uses, and may suggest opportunities for you to use them in your own products. Your request will bring copies by return mail.

★  
Photographs show 18th Century Adam style Wine Cooler (Courtesy Metropolitan Museum of Art) and Westinghouse Water Cooler finished in Micarta.

BAKELITE CORPORATION, 247 Park Avenue, New York, N. Y. . . . 43 East Ohio Street, Chicago, Ill.  
BAKELITE CORPORATION OF CANADA, LIMITED, 163 Dufferin Street, Toronto, Ontario, Canada

# BAKELITE

"The registered trade mark shown above distinguishes materials manufactured by Bakelite Corporation. Under the symbol 'B' is the numerical sign for infinity, or unlimited quantity. It symbolizes the officially number of present and future uses of Bakelite Corporation's products."



## THE MATERIAL OF A THOUSAND USES.

APRIL 10, 1934

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# DESIGNING TO SELL



**How to Rent Office Space:** The elevator shaft of the Ten Forsyth Street Building, Atlanta, at right, was in style when every breakfast table had a mustache cup. On the left is the same lobby after modern equipment had been installed. Marble facing, aluminum doors, door closers and protective interlocks, by Otis Elevator Company, eliminate that "Early American" appearance. Result: Prospective tenants do not shy away when the renting agent takes them to the building. Old tenants are happier, too.

**Rambling Radio:** The latest RCA-Victor "Portette" is both an auto radio and a table model. Operated by either A.C. current or an automobile battery the five-tube Superheterodyne may be plugged in instantly and carried away without disjoining any wire connections. Since it is not fastened under the dash, it may be used in any seat of a car. The cabinet illustrated is of light metal finished in a Morocco brown. It measures 7½" by 8" by 17½" and sells, completely equipped, for \$69.50. "She shall have music wherever she goes."



**Rejuvenating a Restorer:** (left) Mary T. Goldman's old container lacked that certain something which gets sales. By sprucing up the label and replacing the cork with a molded screw-cap sales jumped 150%. There are now fewer silver threads among the gold for both buyers and dealers.



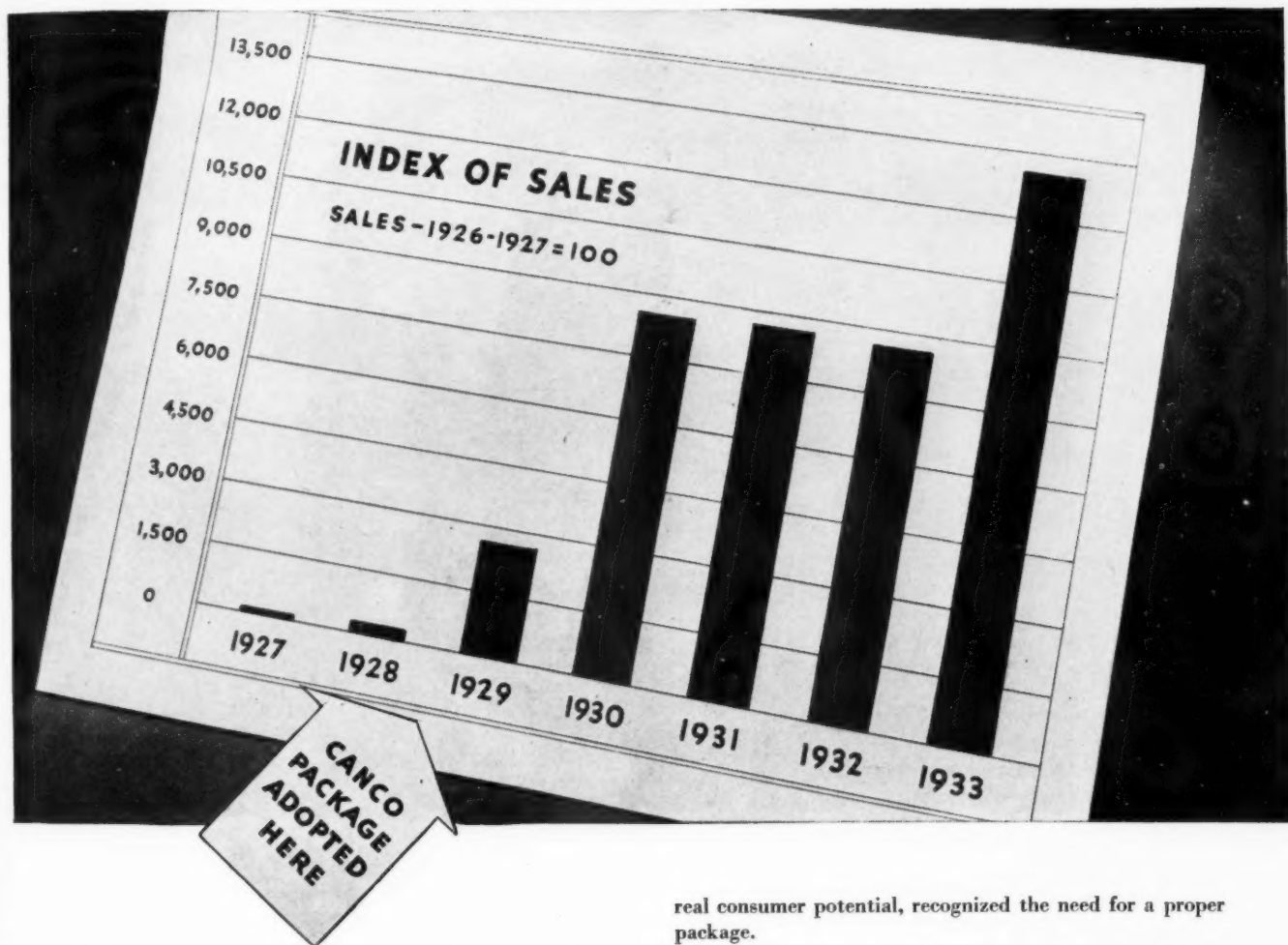
**Prize Winner:** (Left) New England Distillers, Inc., is proud of its "Lloyd's" gin containers, for it won the grand prize at the National Wine and Liquor Show in Chicago. No flub-dub or curlicues about these bottles. Severely simple, bottle, label and cap invite the eye and tease the pocketbook. Owens-Illinois Glass Company takes a bow as the maker.

**People Like Plastics:** (Right) Molded plastics, a combination of organic chemicals that starts as a powder and ends up as anything from a pencil to a bottle cap, has countless profitable uses. This molded Durez counterstand, for Norwich Pharmacal Company, boosted aspirin sales 30%. The stand doesn't dog-ear, dent or dull and it keeps retailers' counters tidy.



# Can a package help sales?

TAKE A LOOK AT THIS CHART...



*"We do not believe it would have been possible without the new package," writes this manufacturer's advertising agency*

Here's the case history:

For 25 years this product was sold in barrels and drums to woodworking and furniture trades.

In 1927 the company began to meet isolated cases of consumer demand by putting up product in one-pound paper bags, 100 to the barrel. Slowly, consumer sales increased. In 1929 the company and its advertising agency sensed a

real consumer potential, recognized the need for a proper package.

That year, the American Can Company provided a well thought out consumer package. Sales began to soar.

Was the package alone responsible for this product's phenomenal consumer growth? Obviously not. But it did open the door to consumer merchandising, wider distribution. The plan was sound, the product and package were right. Together they did a job.

In the bulk product you're interested in may be tremendous package possibilities. Or in your packaged product may be the bigger volume that a *better* package can provide. Canco has built enough successful packages to know how to make a package successful. This knowledge and ability are for you—the moment you give the word.

## AMERICAN CAN COMPANY



San Francisco  
111 Sutter Street

New York  
New York Central Building

Chicago  
104 So. Michigan Avenue

APRIL 10, 1934

[ 335 ]





Photo by Alvin Studios

When first reports of the flood of coupons in the Williams offices were printed, many said, "Yes, but—". It looks as though the dealers are going to answer that challenge.

## Oil-O-Matic Shovel Plan Brings Sales as Well as Coupons

The six free-shovel newspaper advertisements of Williams Oil-O-Matic have drawn nearly 30,000 coupons, and Don Frank, advertising manager of the company, says that they expect to make at least 100 oil burner sales to every 1,000 shovels delivered. In Baltimore, for example, the ad appeared on March 4. By March 28 their distributors had delivered 1,000 shovels and had made 45 sales to this group. Washington made 10 sales within a week after delivering 450 shovels. Philadelphia, 22 sales within two weeks after delivery of 1,000 shovels.

"Our distributors pay for the shovels, we pay for the advertising," Mr. Frank said in an exclusive interview with SM. "Since the plan costs the dealer real money he naturally wants to be sure that he is not paying for a lot of names he already has on his prospect cards. Our Baltimore man last year had one of the best sales records of any unit in the country, and he rather prided himself on the completeness and the accuracy of his prospect list. So when we broached the shovel plan to him he was inclined to demur because he felt that he would be giving out a lot of shovels to prospects his men were working on.

"So we told him to check the coupons against his prospect cards before he delivered any shovels. He did, and this is what he found—out of 3,380 coupons received, his men were working on only five of these prospects.

"And our plan (described in SM, issue of March 15, page 218) insures that the prospects are good, for two of the five necessary steps in selling oil burners were covered in the advertising plan. The old way of selling required five steps: (1) the canvass, to find names of prospects; (2) finding a way of getting into the home; (3) making a heating survey; (4) the call-back; (5) the close.

"The shovel plan cuts out two of

these steps because the man who fills out the coupon must state that he owns and lives in an electrically wired home, and is still firing a furnace or boiler by hand. That gives us a perfect prospect list. Next, when the salesman delivers the shovel he is cordially invited into the living room—he doesn't have to depend on his personality or resort to trickery—and because the shovel puts the prospect in a receptive mood the salesman is permitted to go through his complete Oil-O-Matic story."

The coupon returns from the six newspaper pages were as follows:

Chicago American, color, 4,682.

Des Moines Register-Tribune, color, 7,133.

Baltimore American, color, 3,380.

Washington Herald, b. & w., 1,500.

Philadelphia Bulletin, b. & w., 4,132.

New York Journal (first 6 days), color, 6,535.

The campaign has been unusually successful in attracting high-grade salesmen to Williams distributors. The photograph shows a group of new and old salesmen who are acting as a shovel brigade for one of the distributors in the metropolitan New York area. As a part of the plan salesmen are required to ask each prospect who receives a shovel for the names of five friends or relatives who might be interested in oil heat. One of the Baltimore men reports a perfect batting average on the scheme. First he sold the prospect who sent in the coupon; then he got from that man the names of four friends; then he proceeded to go out and sell each of those four. Such a sales manager's perfect dream may not be duplicated again, but it does show the great possibilities in the plan.

The first 6,375 returns from the New York Journal color page came from these sections:

Manhattan, 155; Bronx, 535; Brooklyn, 1,339; Queens, 1,338;

Richmond, 151; Westchester, 351; New Jersey, 1,621; Long Island, 609; Upper N. Y. State, 181; Out of trading radius, 92.

The shovel plan was sold to Mr. Williams and his associates by Dick Murfrees and Morris Swaney of the Rodney Boone organization. Murfrees had built up a large advertising billing in food lines, but his papers, in common with others, were not carrying much business from the oil burner companies. He thought of Williams as the first prospect because much of the old Oil-O-Matic copy had been built around the coal shovel—such as the touching theme that "the hand that rocks the cradle shouldn't shovel coal."

## "Anthony Adverse" Breaks Book Sales Records

(Continued from page 328)

Farrar got their copies of the syllabus very early. They read the book in instalments as it came from Mr. Allen's pen over a period of four years. They started early to get the trade talking.

And yet, as Mr. Farrar pointed out, it was not a roaring success from the start. There came a time, a few weeks after publication, when sales dropped to 2,000 a week, the lowest they have ever been. Then, with the help of a stimulating advertisement—showing a coach roaring over a hill, and presenting quotations from seven critics, the sales began to rise again. This copy was headed, "Anthony Adverse starts his Adventure," with a burst of applause from the critics."

The influence of certain people in the book trade helped here. "One of the first to get it started," Mr. Farrar said, "was June Cleveland, book buyer for Bullock's department store, Los Angeles. 'Anthony Adverse' really struck its stride first on the Pacific Coast. We have a good salesman out there.

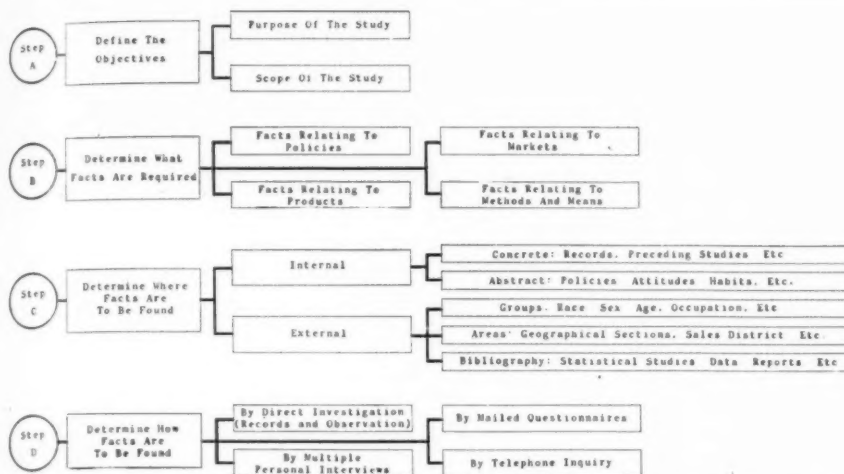
"After the trade and consumer announcement copy, we entered several other promotional phases. We dramatized separately in small copy several of the more important characters.

"Between and among these phases we have varied our presentation a lot. There have been scattered ads on sales figures. There have been typical readers' testimonials. We have emphasized it as 'A Book for the Ages,' and as 'A Parade of the Living Past.'

"Last Fall, when the sales approached 14,000 a week, we toned down the copy a bit. We feared we might be creating a sudden hysteria of enthusiasm which must rapidly die. But this proved unfounded."

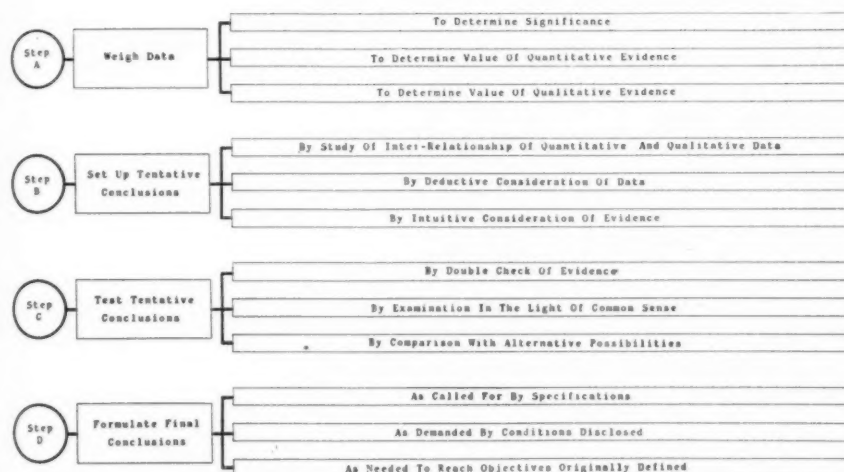
SALES MANAGEMENT

## ANALYSIS OF PROBLEM



Many a research job goes haywire because the objectives are not clearly thought out, nor the ways and means of ascertaining the truth, the whole truth, and nothing but the truth.

## INTERPRETATION



And there are other research jobs which never mean a thing because the facts are not organized and boiled down so as to be readily assimilated. The studies of the American Marketing Society committee are designed to iron out the kinks in research.

## Technique of Market Research Studied by Marketing Group

The American Marketing Society is attacking the fundamentals of market research through a committee headed by Ferdinand C. Wheeler. The preliminary work of the committee is embodied in a series of nine charts which appear in the April issue of the *American Marketing Journal*.

The current hunger for facts has brought about a demand not only on the part of research men but by the "buyers" of research work for a thorough analysis of the whys and hows and whats of market and product studies. The work of the committee will

be extended, the next step being a textual elaboration of the steps outlined in the charts. The committee plans later to embody the studies in a book.

Robert N. King, assistant director of marketing for BBDO, is *rapporteur* for the committee. Others active in the work include E. P. H. James, sales promotion manager of National Broadcasting Company, Pauline Arnold of the Arnold Research Service, J. George Frederick, president of the Business Bourse, and Thomas S. Holden, vice-president of the F. W. Dodge Corporation.

## Two New York Exhibits Show How Science and Art Aid Industry

April is a great month in New York for art in industry. Two shows in Rockefeller Center colorfully and vividly demonstrate the part design and science play in today's merchandise. The bigger of the two is Industrial Arts Exposition on the building's sixty-second floor. The smaller and more beautiful is the exhibit of "man-made materials" on the seventh floor conducted by the Fashion Group, an organization of New York Stylists and idea creators. Both shows run through the month. Both are producing their effect upon New York stores, several of which are displaying art-in-industry windows.

About 1,000 articles, designed by nearly 100 men and women, are shown in the Industrial Arts Exposition. This show is drawing a considerable stream of visitors through its subway-fare gate. It demonstrates that American manufacturers both great and small are taking part in the new advances in design. Variety marks the whole project. Streamlined pencil sharpeners and grand pianos, champagne goblets and railroad trains, fabrics and oil burners prove that America is now developing a style all her own in all types of production. A pre-fabricated house that can be built in the country "for week-ends" is one of the dramatic features.

The Fashion Group's show of "man-made materials" was designed by Eleanor LeMaire and laid out in circular form so that only one feature at a time claims attention. Clothing, jewels, a wide collection of objects made of molded materials all demonstrate what designers and manufacturers have done with the new products science has given them.

## Audio Productions Shoots 7-Reel Film for Squibb

The most ambitious and complete industrial film ever produced has just been completed by Audio Productions, Inc., for E. R. Squibb & Sons. Photographed in the Squibb plants in Brooklyn and New Brunswick, the seven-reel picture was eight months in the making. Manufacturing processes, merchandising methods and historical chapters in the life of Edward R. Squibb are depicted.

Realistic settings and careful costuming place the picture in the same class with a number of theatrical releases, according to W. A. Bach, Audio's president.



# "Nothing Can Stop Us"; Goodwin Plan Is Started

BY LESTER B. COLBY

WITH a force of 260,000 women "broadcasters" already lined up to stimulate sales in their church communities, and with a closely knit organization of 399 district managers and 886 district "representatives" (April 4) already in the field, the much-cussed and discussed "Goodwin Plan"\* of selling and advertising standard household goods now swings into action—after a year's hard work of developing and organizing.

Their "First Purchase List" has already been mailed out, so that every agent is supplied. The 65 articles shown as "a starter" include soaps and cosmetics and toiletries, fly sprays, roach powders, cough drops, grocery lines, silk hosiery, overalls, duplicating machines, furniture polishes and even automobile spark plugs.

The "Second Purchase List" is expected to follow very soon, and before many months plans call for a complete "catalog" of listed products, printed in handsome colors, showing a well-rounded supply of household necessities.

"This is an entirely new and revolutionary method of selling," said a spokesman for the company, "but we have organized it so it will not interfere in any way with the regular methods of selling and advertising. We expect it to help company salesmen, not hinder; and to promote business in such a way that there will be more funds for advertising than before.

The Goodwin Plan, originated in Chicago by Adolph O. Goodwin, an advertising agency man, is described by its promoters as "a plan for stimulating sales" which does not involve "canvassing" from door to door, nor "demonstrations" in stores, nor "order taking." Its 260,000 women "broadcasters" are selected from church groups that are anxious to raise money for church or charity funds, and who are willing to devote their spare time regularly to "orally advertising" the Goodwin Plan products. They work among their friends—each broadcaster lining up ten families in support of the plan. They can "work" as well or better at social gatherings, without going from door to door.

By advertising the Goodwin Plan products and concentrating the community buying on those lines, they are entitled to a "2 per cent commis-

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## Market Planning Issue

Coming April 20

There will be *three issues of SALES MANAGEMENT* this month. This is the second. The third will be devoted to up-to-the-minute facts and figures about both state and city markets, and will be dated April 20.

The Market Planning Number not only will bring up to date much of the material in the previous *Surveys of Spending Power*, but will contain other fresh and exclusive market data.

## State Information

This section will contain twenty indices of buying power, including:

Spending Money Income (1933)

Retail Sales (1933)

Sales of New Passenger Cars (1933):

Cars under \$650

Cars \$651 to \$850

Cars \$851 to \$1,250

Cars over \$1,250

Farm Income (1933)

Farm Allotments (estimates for 1934)

Employment (Feb., '34, vs. Feb. '33)

Radio Sets (1933)

Radio Sets, New Sales (1933)

## Trading Area Information

Population, income tax returns, retail outlets, bank debits, department store sales, factory employment and factory payroll statistics, will be given for 60-odd metropolitan markets, together with a spot Business Conditions Report for each city and area made April 1 to 10 by the Ross Federal Service.

These Ross reports will cover facts on retail and jobber sales, employment, payrolls, construction, etc., resulting from a thorough investigation of current conditions in each city.

The trading area surveys will be extremely useful in planning advertising and directing salesmen.

sion" on the total gross retail sales value of goods where their friends have saved some "evidence of sale," such as labels or coupons or sales slips, or containers. This commission is paid them, regularly each month, by the Goodwin Plan, which, of course, collects its sums from the manufacturer who already has his money. Energetic church groups "can raise anywhere from \$100 to \$5,000 a year for any worthy cause, by using this plan energetically and systematically"—without laying out a dollar—according to prospectuses.

Adolph Goodwin states: "We have been subjected to a great deal of unfair criticism from sources which felt the success of our business might injure their business. A great many articles have been printed that misrepresent our plan. But we are steaming ahead full speed, and the hearty reception already given the plan by the churches of all denominations, by the housewives all over the country, warrant me in saying now "that nothing can stop us."

Company officials feel that they have accomplished their first objective, which was to organize a large, nationwide sales force of churchwomen "broadcasters" whose personality and reputation and influence would be sufficient to "insure a great increase in sales to our listed clients." They are now concentrating on the development of their list of manufacturers so that the complete catalog will show all the important items of everyday household requirements, along the line of groceries, drug store products, men's, women's and children's wear, household appliances, furnishings, furniture, and miscellaneous articles.

The "Goodwin Plan" deal with the manufacturer requires 3½ per cent sales commission paid on retail sales proved by the "evidences," and out of this sum, Goodwin pays his "broadcasters" their 2 per cent. As compared with the 6½ per cent often paid on package goods, the 20 per cent paid on drug store supplies and the 4 per cent paid on textiles, usually, this is considered a low figure for an almost certain large increase.

The district managers will function close to the public and so be able to report on how the trade receives the goods, correcting any mistakes or malfunctioning—making sure that the public is satisfied all along the line, and that Goodwin lines keep moving. Goodwin Plan officials give evidences that their plan of merchandising is already working out beneficially for their clients—even during the preliminary period of organization of their field force, since department

(Continued on page 347)

\*SM, Dec. 15, 1933, and Jan. 15, 1934.

## 75-Cities Campaign Introduces Standard's 4-Foot Square Bathtub

America gets a new bathtub April 14 . . . "the first tub to show a major change in design since bathtubs were created." On that day Standard Sanitary Manufacturing Company unveils in 75 cities a tub four feet square, with wide seats in the corners if you please; safer, more comfortable, more usable, and at prices intended to appeal to the masses—at least to upper crust masses.

"It ought to prove the finest kind of a tonic this year in home modernization; it ought to revolutionize bathrooms of the future," according to Charles B. Nash, Standard's promotion head. So the company backs it with a sales campaign that has added a good many men to the selling staff, and is getting ready for volume production.

The tub and its shower equipment are sold through regular dealers on the company's established financing plan, as little as 10 per cent down and up to two years to pay.

An advertising campaign will devote two-thirds of the total appropriation to newspapers in the 75 cities where dealers display the tubs, one-sixth to trade and architectural magazines and the balance to space in *Time*, *New Yorker* and *Home and Field*.

The campaign started with a teaser in early April trade and architectural papers. It was principally illustration. A beautiful girl, disrobing, largely concealed the new tub with her gossamer dressing gown. The revolutionary tub was left mostly to the imagination. But it awakened dealers.

Beginning in late April trade papers and May national magazines and in newspapers of April 14, the tub stands revealed. Its comfort, its safety, its convenience are illustrated by ladies beautifully, discretely nude, by elderly men of large avoirdupois who perhaps approach the average tub with qualms, by strong young fellows who enjoy their sousling, by babies in the laving hands of watchful mothers.

The new safety of this modern, square tub is achieved by completely forsaking tradition in the design. The tub bowl, of standard five-feet-six-inch length, lies diagonally, leaving room for wide seat levels in the alternate corners.

To enter your bath you do not balance on one foot and then step precariously in. You sit down instead and then easily lift one foot after the other over the low side. Finally, you lower yourself into the water. With this technique, why ever slip and fall?

The company regards the new tub as ideal in a three-sided alcove. But it also will show prospective customers that they can readily have an installation made in their present bathrooms . . . if floor dimensions are at least six-by-eight feet. A new wall section jutting into the room would complete the third side. The three surrounding walls, waterproofed by any of today's methods—even with paper—create the necessary "alcove" in an existing bathroom without great cost.

The tub itself, complete with shower equipment, in regular or acid-resisting enamel will sell at prices beginning at \$111 in this country and \$116 in Canada—only \$10 or \$15 above competing tub equipments of the better order—and it will be offered in 10 colors.

### Holmes & Edwards Sponsor "Alice" Silverware Line

Cashing in on the popularity of "Alice in Wonderland" as a book, play and movie the Holmes & Edwards Division of International Silver Company, brings out a set of children's silverware with the pieces representing characters in the famous story.

A colored, wooden display toy—Alice, the Mock Turtle and the Mad Tea Party—hold the knife, fork and spoon and other pieces in correct position.

In designing the line, individual pieces were treated differently. The various brightly colored toy holders also add to the attractiveness of the set.

Retailers are offered the six-piece assortment for less than \$10. This includes a large window display background in full colors.

International Silver has pioneered in developing silver patterns that youngsters gladly reach for. It has conducted successful sales campaigns on complete lines of flatware, hollowware and special services of Skippy, Mickey Mouse, the Three Little Pigs and many other designs.



(Above, right) Newspapers in 75 cities will announce the newest thing in bathroom equipment—and will show through simple illustration, convenience features for all members of the family.

(Right) We're printing this illustration from a forthcoming ad because it shows just how Standard Sanitary's new tub looks—provided you ever get around to looking for the tub, of course. "Note," says Mr. Nash, "that our nudes are all 'discreet'." And so they are.





## SALESMAN'S DAILY CALL REPORT (FOR GROCERS, JOBBERS, CHAINS)

NOTED			NOTE: THIS REPORT MUST BE SENT IN DAILY. PLEASE SEE THAT ALL THE INFORMATION ASKED FOR IS GIVEN.	SALESMAN		SCHEDULE FOR																							
SALES	CREDIT	RECORDS		ONLY FILL IN COLUMNS THAT ARE CHECKED IN RED																									
				CHECK THE ITEMS STOCKED										BUY THROUGH	BUY FEED FROM	FILL IN DAILY													
				FISHER'S					COMPETITORS'							CALL SALE	COLLECTED												
DEALER'S NAME			ADDRESS			CREDIT	MONTHLY VOLUME	FLOUR		FEED		Blended	Family Flour	2-lb. Line	Blind Mix	D. Snow	Gold Medal	Pillsbury	Crown	One Brand	Blitz Sifted	Fisher's	R. & W.	Direct	Thru Jobber	Contract	Check of Salesman	AMOUNT	

*This simple form takes only a few minutes to fill out, but it provides Fisher with a complete and always up-to-date picture of its total available market and how much of that market it is sharing.*

## Do Your Salesmen Shoot Blind or at a Known Target?

What proportion of the available market are we getting? How large is our market? Do our salesmen see the potential market as a whole, or merely in terms of immediate orders? These are questions which every sales manager would like to have answered. Yet, surprisingly enough, few companies have records of the possible total business which might be expected from individual customers over a stated period.

The value of such a chart is, admittedly, large. If a salesman can see in graphic figures that he is landing only a small percentage of a customer's business, he can plan his approach intelligently. When he knows exactly how many cases of ginger ale—or barrels of flour—a retailer buys each month, and from whom, he can fit his selling talk to the situation.

### Daily Check on Competition

Ralph Walter, of the Fisher Flouring Mills Company, Seattle, reports how that concern, through regular reports from salesmen, keeps an accurate check on its market potentialities "with results obtained well worth the expense and effort."

Fisher Flouring Mills' system, which, of course, may be adapted with equal effectiveness by other companies, capitalizes on a salesman's familiarity with his customers. An experienced bakery flour salesman is able to make a very good estimate of the volume of flour used by each shop he visits. Some bakers will tell the quantity, the brands and grades they buy, and why. Therefore, the salesman includes on his call report his estimate of the total business of that particular shop. In addition to showing how much Fisher flour was sold, the report gives the amount and the prices of competitors' brands. Each

account is on a separate card and is kept in a "Kardex" system.

A separate report is made by the bakery salesmen for each call made. This lists, among other things, the time of the call, when completed, customer's present contracts, whether Fisher or a rival, and their expiration dates. Transferred to a month-by-month record, this information gives an accurate map of the customer's trade, such as he himself does not possess.

By comparing the Fisher Mills sales with the estimated monthly volume used, that firm can see what percentage of the total business it is getting. This percentage, in relation to the whole, is filled in by a solid color at the bottom of the report card. In other words, the size of the target is perfectly visible for salesmen sharpshooters. Should the Fisher Company obtain 50 per cent of a baker's trade for months and then sign only 25 per cent, the shortened graph would flash a warning signal.

### "Potential" vs. "Available"

A distinction is made by Fisher between "potential" business and "available" business. Much potential business is not available to the salesman because of credit conditions, because the retailer may buy through a jobber, or for some other reason beyond the salesman's control. Because the Fisher salesmen know the exact dimensions of their target, some of them have obtained as high as 84 per cent of the business in their territory.

Selling to bakeries is only one branch of the Fisher Mills trade. Their representatives also sell flour for family use to grocers, chain store buyers and wholesale grocers. A separate record is kept of each class of the business—bakery flour and family flour.

For the family flour salesmen a twelve months' record, with several accounts on the sheet, is kept. On this sheet the information taken from salesmen's call reports is entered in a simple code of checks and letters. (See illustration.)

Included on the record are the number and date of calls made, whether or not an order or contract was secured and any other details desired for ready reference. The sales supervisor goes over this record frequently, sometimes in the salesman's presence, and learns precisely how the various accounts are coming along. When the sheet shows regular sales to a customer for several months and then a sudden drop, the salesman and sales manager have a heart-to-heart talk. The fault, if any, is fixed, and a program of recovery is mapped out.

Call reports of the Fisher Company are all typed up, listing the calls they are to make, and given to the salesmen each week. In this way, the grocery division salesman has simply to enter a few figures and check marks and presto his report is complete. A little more effort is required of the bakery salesmen, but they make fewer calls in a day and have more time to compile their reports.

### System Both Simple and Cheap

By having the work of filing and listing these reports standardized, and employing a simple set of code marks, a single clerk can handle the tabulation on 5,000 accounts. It is perfectly obvious that no recording system, no matter how elaborate, accurate or concise, is of any use unless it is carried through regularly. Simplicity to the point of being foolproof, readability and prominence of important data are the essential features.

With this method the Fisher Company is able to tell, almost instantly, the total available market for its products and how much of that possible market it is sharing.





It says "Contract." It might just as logically say "Housekeeping." For the winner is expert at both—a progressive, energetic modern woman who can do *more* than manage a home *because she does that so well*. You will meet her prototype by the hundred thousand playing golf and tennis . . . active in civic affairs, the arts, travel . . . leading a richer, fuller life. And you will find that in her reading she looks for a viewpoint as broad as her own.

To her, Woman's Home Companion stands out as one



magazine that is helpfully sympathetic with all her varied interests. She values its wealth of information on how to run her home more efficiently. She especially appreciates its intimate understanding—its recognition that she has become a many-sided citizen who wants to do *less* housework, not *more*.

She is an eager prospect for any product that will increase home comfort or simplify daily routine. And naturally her wider interests create additional wants.

# Companion

THE CROWELL PUBLISHING COMPANY • NEW YORK

Rainey Names  
 Home Inquiry  
 Of Brain Trust  
 L. S. Is Forcing  
 British Default  
 View in London  
 COAL MEN FIGHT  
 U.S. HYDRO POWER  
 PLANT PROJECTS  
 ASSERTS WAGNER BILL  
 MIGHT BALK RECOVERY  
 RFC ADVANCES  
 OVER 3 BILLIONS  
 IN FIRST YEAR  
 Clothing Union  
 Asks N. R. A. to  
 Remove Kicker  
 TELLS HOW COSMETIC  
 DESTROYED HER SIGHT  
 ASSERTS AAA WILL  
 DRIVE 20 MILLION  
 OFF THEIR FARMS  
 HEARING OPENS ON  
 A. A. L. MILK PLANS  
 Farley to Seek  
 Bidson 4 More  
 Air-Mail Routes  
 KINGS AT TELEGRAPH  
 CODE ON APRIL 18  
 TREASURY CASH  
 IS TWO BILLION  
 ILLINOIS MINES  
 REOPEN TODAY  
 35 HOUR WEEK  
 Steel Products  
 82 Under 1929  
 Price Margin  
 House Passes  
 Sugar Quota  
 RESERVE BANKS MAY  
 LOAN TO INDUSTRY  
 U. S. HAS 21 MILLION  
 DEFICIT IN 1 MONTH  
 MONEY OVER 20 MILLION  
 SENATE ARGUES  
 CAUSTICALLY ON  
 LOOSE SPENDING  
 REGIMENTATION  
 OF U. S. ASSAILED  
 BY WASHINGTON  
 Senate Battles  
 Over Estate and  
 Surplus Figures  
 AND INSURANCE  
 SCHEME HIT BY  
 AUTO CHAMBER  
 JOHNSON FAVORS  
 LETTING LICENSE  
 POWERS EXPIRE  
 U. S. STEEL HEAD  
 AGAINST MAKING  
 NRA PERMANENT  
 NRA Section 7-A  
 Must Be Changed  
 Winter Chief Says  
 BROOKHART GOES  
 TO BAT AS BRAIN  
 TRUST DEFENDER  
 Passaic Follows  
 Mental

# SM's 3-Minute Report on News, Trends in Washington

Washington, D. C., April 7.

**W**HICH way is Washington going? In April. Today.

Both ways. People who talk of going "left" or "right" don't really understand Roosevelt. He's neither radical nor liberal nor conservative. He's primarily a realist. His directing force is *common sense*. He, himself, is not interested in labels.

There are many things Roosevelt believes would be for the good of the country. He knows time is not ripe for their execution. Some of these, however, are necessary for the recovery program.

*Reciprocal tariff bargaining, stock market regulation, intermediate credit banks for industry, and protection to organized labor* are in this group. Legislation to achieve these ends will be passed by Congress.

Legislation which may cause some stir and retard adjournment includes unemployment insurance, food and drug regulation, communication control. Roosevelt would like to see these bills enacted. Will not press for them. All three will probably fail to pass this Congress.

Nothing is more puzzling or fraught with terror to a business man than policies and operations of this government. First reaction to any new legislation which affects him is antagonistic. He may be sympathetic to broader principles of what the Administration is trying to accomplish. But nine times out of ten he will find some aspect which he is sure is going to hurt him.

Most men read one medium or type of medium or rely on one source for information. Whatever the trade association or Washington legislative representative says they usually follow. *Business men take too much stock in what other business men believe.*

## More Money for Spending

Great hullabaloo is raised by well known market operators in the Senate Committee about the pending stock market regulation bill. They have enlisted leading business men in sounding alarm that the Administration's measure *would destroy market for securities* and thus invoke great harm to business.

Intelligent, disinterested people know the purpose of the bill is to *help* business, to prevent concentration of substantial portion of national income into hands of few speculators, and to diffuse hundreds of millions of dollars lost annually in dubious stocks into channels of *legitimate trade*.

*There can be no doubt about it: it will be a bad thing for business if stock market regulation is not enacted.*

If it is enacted—I predict it will be—business may well expect substantial benefits. Less money will be invested in stocks which never have and perhaps never will pay dividends and more will go into those which do. This means more current spendable income.

Here's a little exclusive and interesting news.

*The field work on the survey by the Department of Commerce of American business is finished. Preliminary reports are now being tabulated. Marketing and advertising executives will find this information valuable.*

First reports will show employment by trades and will reflect gains in payrolls and wage earners resulting from NRA codes.

Trend of sales in different trades, such as department stores, chain stores, drug stores, etc., will be made available. Percentage of goods sold for cash and credit will be worked out for various trades and breakdowns will be made by states, counties, cities and towns.

## New Census of Distribution

The department believes census will be tremendous aid in mapping advertising campaigns and making sales indices. For the first time service trades will be surveyed and important information will be revealed on laundry, dry cleaning, barber shop, beauty parlor and other services. Comparisons being made, wherever possible, with original census of distribution in 1930.

*Practice of selling by sending unsolicited merchandise by mail* which much be paid for or returned would be given *fatal blow* under bill (S-2101) introduced by Senator Hayden of Arizona. Bill has been reported favorably by Senate Post Office Committee. Has been placed on Senate calendar. May be brought up at any time.

Another piece of legislation affecting marketing has passed House. (Bill H.R.3845 introduced by Lamneck of Ohio, designed to prevent distribution of handbills and other advertising material delivered by messengers as well as to discourage avoidance of postage.)

*Tugwell Food and Drug bill still in much the same boat* as it was two weeks ago. Not expected that the Administration will attempt to get Senate consideration of the measure reported out of Senate Commerce Committee (S-2800) until after pending tax and reciprocal tariff bills are out of the way. Copeland, who fathered the bill, seems to be pressing hard for the bill; pursuing Democratic Leader Robinson to get special status for the measure. Copeland is up for reelection this year.

Much discussion of business conditions brings the question "Does Washington believe the recovery program is succeeding?" Yes. Unquestionably. Some aspects of the economic picture haven't improved much. BUT: the South is back on its feet; steel is back to 45 per cent capacity; automobile production has responded amazingly; foreign trade is vastly improved and MOST IMPORTANT: the uninteresting charts at Treasury and Labor, which faithfully record by indices the whole picture, tell you and me that we are well out of the hole.

Construction is the only really lagging unit. And Roosevelt is out to bring it back during his spring recovery drive.

—HANK.

SALES MANAGEMENT

# German Advertisers Toe the Mark Under Government Decree

Germany is straight-lacing not only its own advertisers at home but German representatives in foreign countries too. This point appears in a recent report to Washington by Vice-Consul Hugh Corby Fox at Berlin and released here by Eric T. King, chief of the Department of Commerce specialties division.

Vice-Consul Corby reports: "The Werberat (official government advertising control council) has announced through Dr. Hunke, its vice-president, that it is planning a concerted method by which German advertising can be carried abroad for the furthering of the aims of German commerce and economics. Dr. Hunke mentioned the tasks that German publicity abroad must solve and that plans would be made for this purpose.

## Seek Truth in Advertising

"From his statement it appears that the Werberat will place some of the burden of foreign campaigns upon the economic representatives of German interests and upon business men dealing in German goods, whatever may be their nationality, who are located in foreign countries. The state, through the Werberat, will have the duty of uniting and guiding advertising efforts abroad. It has not as yet been possible to obtain any details regarding the carrying out of this policy, but it appears to be a feature of Werberat which will bear careful attention."

Werberat, as now operated in Germany, is made up of representatives of many businesses and industries, including advertising agencies, functioning directly under central government control. The council is modeled upon the British Marketing Board in organization and methods. Opening its deliberations, President Ernst Reichard said that too many cases of unfair means of competition had been discovered and that the business standard had "sunk to an almost unbelievable depth in relation to publicity and advertising."

It will be the particular duty of the Werberat to see that only true facts appear in advertisements in order to restore confidence in advertising and advertised products. All the information given must be true and clear and must avoid the possibility that the reader might misinterpret the copy or be misguided thereby. Statements, in addition, may not be too comprehen-

sive or exaggerated. Competitors must not be knocked.

In order to make the use of advertising more easy and more extensively employed, media methods and prices are to be standardized and simplified and standard order forms established. Formerly 29 different space measurements were used. Private understandings and rebates are absolutely prohibited. Agency commissions are limited to between 10 and 20 per cent. Padded circulation figures are "verboten" as a decree requires the publication of these in a prominent place.

Defacement or impairment by advertisements of buildings, landscapes and other public or private places is forbidden. Advertisements must be tasteful and attractive.

Advertisers and agencies operate under revocable permits, paying the Werberat a fee of 2 per cent of the space they use. In order to obtain a license, individuals must present evidence of ability and good moral character.

Especially striking is the requirement that all advertisers must be "nationally minded both in feeling, sense and impressiveness." Publicity must not violate the feelings of the German people and particular regard must be given to its religious, patriotic and political feelings and will. Nazi party emblems or government seals or emblems, however, may not be used.

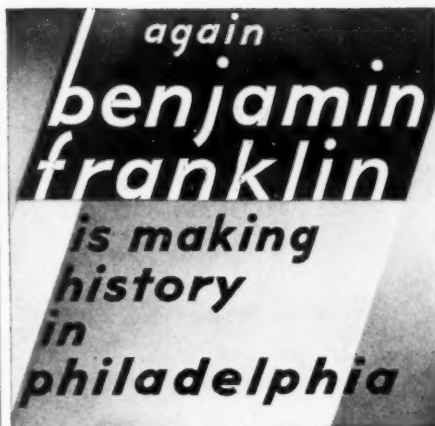
## Dohner & Kostellow Form Industrial Design Firm

Donald R. Dohner, former director of art in the engineering department of Westinghouse, and Alexander J. Kostellow, professor of industrial design, Carnegie Institute of Technology, have established offices at 99 Vandergrift Building, Pittsburgh. The partners will carry on an industrial design and research service.

Mr. Dohner is widely known as an industrial designer, and was recently named by *Fortune* as one of the ten leaders in this field. Mr. Kostellow, who has received national and international honors as a painter, is, in addition to his work at Carnegie Tech., design consultant for several industrial concerns.

## Associated Oil & Football

Associated Oil Company will broadcast important Pacific Coast football games for the ninth consecutive year next Fall. Public demand, indicated by 355,672 signatures to a request for continuance of the "Sportcasts," led to the decision to pay colleges for the privilege. "Play Ball With Associated" will be the slogan used in the advertising, according to Harold R. Deal, the company's manager of promotion and advertising.



This time it is the ultra-modern Benjamin Franklin making hotel history.

Ask why—and the smart young things who join us at the supper hour would tell you, "It's so un-Philadelphial!" But the travel-wise, we think, would answer, "It's the town's best buy!" And they would mean much more than the sensible rates.



## A New PIPE THRILL

● Executive staffs in the office, executives in their homes, in fact executives everywhere prefer the full flavor of Heine's Blend, made of choicest tobacco.

● Once tried—it is usually smoked regularly. That's why we say "Get the thrill of Heine's Blend." Ask for a generous sample.



## HEINE'S BLEND

HEINE'S TOBACCO CO., Massillon, Ohio, Denver, West... SUTLIFF TOBACCO CO., San Francisco, Calif.

Gentlemen: If there's any new thrill in a pipe I want it. Send me generous sample of Heine's Blend. (D)

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
My tobacconist is \_\_\_\_\_



# Media and Agencies

## "Spectator's" Change of Heart

Amy Vanderbilt, 24, but already with considerable advertising and journalistic experience, went to Richard R. Smith to tell what she thought should be done with the *American Spectator*, "a literary newspaper," which George Jean Nathan, Ernest Boyd, Theodore Dreiser, James Branch Cabell and Eugene O'Neill were editing as a means of very free expression. The paper was carrying no advertising.



Amy Vanderbilt

In fact, it was making money at 10 cents a copy and 37,000 circulation, without it. The editors received nothing for their miscellaneous work and only one cent a word, the rate paid all contributors, for their copy.

Miss Vanderbilt knew none of them. But she did know Mr. Smith of the book publishing house of Long & Smith, who was then handling the sordid practical details of the *American Spectator*. The make-up was a bit heavy, she said. Inclusion of a bit of advertising would live it up.

Now it happened that the editors, separately, had a similar idea. They called on Mr. Smith in a body to suggest that maybe the paper should carry a little advertising. Mr. Smith told them about Miss Vanderbilt's plan. Then he told her. She wrote it up in some 50 pages. Five days later Mr. Smith told her she was hired. She left Blaker Advertising Agency, where she had been an account executive on books, and went forth to beard and perhaps to train the literary lions. This was last May.

Lately the editors (Mr. Dreiser having been succeeded by Sherwood Anderson) have become so interested in the subject of advertising they are seeking the "best advertisement" of the year. Even if it be about halitosis or future shadows, they will publish and perhaps praise it. The *American Spectator* has 23 advertisers now.

This, however, does not imply a complete change of heart, at least not officially. The editors can still make enough money in other ways. Nor is it wholly a reflection of the policies of Catherine McNelis of Tower Magazines, who became publisher of the paper in November. More than anything else, perhaps, it is due to Amy Vanderbilt.

When Mr. Nathan told Miss Vanderbilt last May that she might solicit advertising for them, he may just have been engaging in another of his little jokes. Presumably the editors believed she would not sign much advertising. At any rate they granted her a fat commission on any she might get, plus a salary.

Miss Vanderbilt had never sold space before. If she had, she might not have been so confident. She assumed the title of advertising and publicity director. Book and travel advertisers seemed logical prospects, especially book. But many publishers, she knew from experience, were having

difficulties then. Better to tackle first the travel people. She knew hardly any of these, so she set forth to meet them. She started at the top. Sir Ashley Sparks, chairman of the board of the Cunard Line, she learned, had never been interviewed by an advertising salesman. Very well, she would make her first presentation to Sir Ashley. She arranged it carefully, sent him a telegram, and got an appointment.

Sir Ashley was a little like the elder Morgan. He was somewhat easier to see than to talk to. Even Miss Vanderbilt's blonde imperturbability (she is of some connection with the first Commodore who ran the ferry, and she is comely) was shaken as she crossed Sir Ashley's large office at 25 Broadway in the gathering chill of his stare.

For 15 minutes Amy Vanderbilt wondered if there were not pleasanter ways for a poor girl to try to earn a living. What did this man care about the *American Spectator*? . . . What, in fact, did she? . . . Could he not at least ask her a question, so she could answer it? Could he not argue with her, so she could argue back, and perhaps be pleasantly thrown out for her pains? . . . To sit there explaining to a frigid sphinx—was this salesmanship?

But presently, as she talked, the air began to warm and the sphinx to come to life. Another half-hour and Amy Vanderbilt was discovering signs of humanity; an hour and he was telling her the *American Spectator* should be added to their list.

Travel advertising began to appear in the paper, and book advertising, too. A short time ago she sold her first radio advertising. She has a feeling that the readers may buy toothpaste and razors and corsets and automobiles, as well as literature.

The title, "advertising and publicity director," Miss Vanderbilt found, had been ill-chosen. It carried less weight, for example, when she was submitting digests of pithy and potent things said in the *American Spectator*. Besides, by that time she was getting out the whole paper, as well as seeing to many things that went into it. She was even settling ticklish questions of position among the prima donnas.

She wrote circulation letters. Discovering, last November, that some subscriptions had lately expired, she gave the laggards a chance to reform, with a saving of 25 cents for each extra subscription sent in at Christmas time, but no reduction on their own. This letter went to 1,550. Though there was enclosed no stamped return envelope or other facilitating device, 850 replied—535 with subscriptions!

Some of the 850 complained that they had been sent "never a sympathetic reminder, all these months." Some damned her "most nauseating specimen of solicitation" and the paper generally. Miss Vanderbilt responded. Many who had thought themselves weary of the *American Spectator* were persuaded that it was really much alive and becoming livelier.

To one Dartmouth man who sent back her letter with marginal comments on the

"awful-ness" of its contributions and with "in memoriam" black-pencilled around the names of the editors at the top, Miss Vanderbilt replied: ". . . if you do not like the *American Spectator*, you should certainly not spend \$1.25 to receive it monthly. It's a pity, though, that you must deprive yourself of it. There is so much you can learn. You must have just started at Dartmouth.

"Four years in that climate may bring results. When the cold air has dried you behind the ears, write us again."

## Meredith Tests

*Better Homes & Gardens* reports extraordinary reader interest in its recipe endorsements granted through the Tasting-Test Kitchen. They point out that there has never been a recognized mark of distinction by which women can tell a dependable recipe at a glance, but that now there is one. Manufacturers of nationally distributed food products are granted permission to use the magazine's seal in their advertisements, recipe booklets and cook booklets, upon the condition that the recipes pass the required tests.

## Oursler On the Air

"Stories That Should Be Told"—the little known dramas behind great personalities and events will form the subject of a series of Friday night, 10 p.m., broadcasts, over the NBC Blue Network, by Fulton Oursler, editor of *Liberty*.

In addition to editing that magazine, Mr. Oursler continues his work as a novelist and playwright. He is the author of nine novels, two biographies, a dozen motion pictures, innumerable short stories and articles, and four plays, one of which, "The Spider," was a Broadway smash hit several years ago.

## Newspaper Lineage Jumps

Media Record's figures for 52 cities were not available as we go to press, but it is believed that New York City newspaper advertising figures for March were fairly typical of the upswing throughout the country.

Metropolitan dailies gained 31 per cent in lineage over last year—the biggest monthly gain in history.

## Food and Radio

According to a report of the National Broadcasting Company, more than 50 per cent of the total 1933 expenditures for daytime broadcasts advertising was made by the food industry. In the last seven years food advertisers have spent \$26,162,888 over NBC networks for daytime broadcast advertising—a total which is approximately 21 per cent of the total expenditures for time over the NBC.

## Radio Sales Eliminate Time Brokers

Effective May 24, 1934, Radio Sales, Inc., as representatives of stations WCCO in Minneapolis, WBBM in Chicago, KMOX in St. Louis, WJSV in Washing-

SALES MANAGEMENT

ton, WPG in Atlantic City, WBT in Charlotte and WKRC in Cincinnati, will discontinue the recognition of all special agencies, time brokers, and general station representatives and the allowances of any commissions to them.

Present contracts with special agencies, time brokers and general station representatives, or with advertising agencies where one of the aforementioned parties has been indirectly recognized, will be carried through on their present terms to their expiration dates. On all renewals of these contracts, no recognition of special agencies, time brokers or general station representatives will be given.

### Samples in Newspapers

The *Daily News*, of Rhinelander, Wisconsin, recently put out a regular edition in which a sample of sheeting was pasted in a ruled square in a J. C. Penney Company advertisement. Mr. Clifford G. Ferris, general manager of the paper, tells us that it is possible for them to do this because, with their flat-bed press equipment, it is necessary to make two press runs for editions exceeding eight pages in size. This means that one run is completed one or two hours before the other is started, and the work of attaching samples is done in the in-between period. The main provision set up by the publisher on the carrying of samples is that the sample must not be such as to materially increase the bulk of the paper nor add to the delivery burden.

### To These Agencies

Aluminum Industries, Inc., and Clyffside Brewing Company, both Cincinnati, to the Keelor & Stites Company. . . . Diamond Ginger Ale Company, Waterbury, Connecticut, to Charles W. Hoyt Company, Inc. . . . The Rieser Company, makers of Venida hair beauty products, to Donahue & Coe. . . . National Hotel Management Company (Ralph Hitz chain) to the Ralph H. Jones Company. . . . Dudley Lock Corporation to Batten, Barton, Durstine & Osborn. . . . Durham Duplex to J. Walter Thompson Company. . . . Reid Ice Cream Corporation to McCann-Erickson Company. . . . Pews Puff Products Corporation, Buffalo, (Oat Puffs) to Calkins & Holden. . . . Crucible Steel Company of America to Paris & Peart. . . . Eberhard Faber Pencil Company returns to J. Walter Thompson. . . . Fada Radio to L. H. Hartman Company. . . . The Burrowes account remains with Badger & Browning. . . . The H. B. Humphrey Company is representing the New York distributor of the Burrowes Health Window, room unit air-conditioning device. . . . Les Parfums Ybry, Inc., to Badger and Browning & Hersey, Inc.

### How Cigarette Money Is Spent

The three largest cigarette companies, according to Fred Walsh, the treasurer of Newell-Emmett Company, divide money between newspapers, magazines and radio as follows: 15 per cent in radio, 18 per cent in magazines, and 67 per cent in newspapers.

### How the Advertising Dollar Is Spent

According to estimates made by the Bureau of Advertising of the American Newspaper Publishers' Association, the total national advertising expenditures in five major media last year were \$298,500,000, with newspapers receiving 48.6 per

cent; magazines, 33.3 per cent; radio, 10.7 per cent; outdoor, 8 per cent, and car cards, 1.2 per cent. Newspapers and outdoor were the two media which got a larger percentage of the dollar in 1933 than in 1932.

### Gonda on European Art

Francis D. Gonda, vice-president of the Einson-Freeman Company, told members of the New York Window Display Group that Continental and British window displays are more daring than ours and more inclined to take the imagination and good taste of consumers for granted. "Advertisers abroad are more ready to depart from convention forms—to substitute symbolism for the obvious, and to impress into the service of retail trade distinguished modern artists such as Picasso, Derain and Dufy. Mr. Gonda spent several months in Europe recently, acting as the advance guard for an influx of Einson-Freeman jig-saw puzzles, masks and window displays.

### Miscellany

The agencies of Maxon, Inc., and Charles Francis Coe, Inc., have been merged. . . . For the second time within a year, Kenyon & Eckhardt, Inc., have leased additional space at 247 Park Avenue. . . . The Huyler chain of retail candy stores is launching its first advertising campaign in several years. . . . Raymond Reeves and Leonard Tarcher have joined the research division of Ross Federal Service, Inc., in New York, and Burton Harrington is now a member of the Chicago sales staff. . . . Inreklama, the State Bureau for Foreign Advertising of the Soviet Republic, has prepared an imposing list of publications available to American advertisers, together with suggestions on how to write copy that pulls rubles out of the pockets of workers and peasants. *Izvestia*, the official daily newspaper of the Soviet Government, has a circulation of over 3,000,000, making it the most widely circulated daily newspaper in the world.

## IT DARES TO BE DIFFERENT

### WHAT THIS NEWSPAPER OFFERS TO ADVERTISERS

1. A Newspaper conceded to be among the world's leading authoritative publications.
2. Good Company—advertising confined to carefully selected, reliable advertisements.
3. Regional Advertising at Regional Rates; three editions daily—Atlantic, Central, Pacific.
4. A group of Readers noted for their response to the advertisements.
5. "Tie-In" Advertisements, published by merchants in hundreds of cities, featuring products nationally advertised in the Monitor.
6. Weekly Rotogravure Magazine Section, surveying world affairs.
7. Two-color and Four-color Rotogravure Advertising, available in the Magazine Section.

### THE CHRISTIAN SCIENCE MONITOR

Published by The Christian Science Publishing Society  
Boston, Massachusetts

NEW YORK OFFICE — 500 FIFTH AVENUE

Other Branch Offices: Detroit, Chicago, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle, Miami, London, Paris, Berlin, Florence, Geneva.



AN INTERNATIONAL DAILY NEWSPAPER



# Sales Letters

BY MAXWELL DROKE

## Folks May Like Cats But They Hate Pussyfooting

Perhaps it's because I hate cats and all feline characteristics. But at any rate, I have a rabid aversion to "pussyfooting" collection letters. You know the kind I mean, a letter that starts out talking about new merchandise, or service—anything in the world except the delinquent account—and finally, after three or four paragraphs, eases into the subject with a few fluttery, apologetic gestures. No debtor is ever fooled by such a letter. More often than



Maxwell Droke

not it causes resentment. And certainly, it indicates a weak and vacillating position in the creditor's collection department.

If a debtor has failed to observe the clearly understood terms of sale, certainly there is no occasion to apologize in writing for your money. I bring up this point because almost every batch of correspondence I have yields its quota of

occasion to examine deprecatory collection letters. And while we're on the subject of collection correspondence, that word "overlooked" is flagrantly overworked. I have known correspondents, in addressing a debtor for the eighth or tenth time, to insert that all-too-familiar phrase, "no doubt this item has escaped your attention!" It would be a Houdini invoice, indeed, that could escape attention after that number of reminders. Of course it is quite true that small bills, and items out of the regular routine often are overlooked. But in most cases a reference to an "overlooked" charge is a hypocrisy with which we might well dispense.

One of my favorite collection letters, written years ago, by E. P. Corbett, I believe, proved amazingly effective because of its frank and friendly attitude. It started off like this:

"You have read collection letters where a fellow tries to kid himself and you, too, about 'oversight' and so on; well, we want to be different.

"If we deal with just the truthful facts, our conclusion is that the reason you have not paid us is that you haven't had money enough to go all the way round.

"Sometimes the fellow who makes the biggest howl is the one who gets his money first. But this plan wouldn't work with us, and we are placing you in the position we would take. . . . Instead of worrying you with duns, we just want to appeal to your sense of fairness. If you owe other bills that are older than ours, then we guess it is up to us to await our turn; but if not, don't you think it would be only fair to let us have our money next?"

Do you wonder that this letter has been breaking records for ten years or more?

## Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

## Canonizing Prompt Payers Without Benefit of Clergy

And before we get clear away from this topic of money in the mail, you may recall that I mentioned recently a Crane & Breed letter sent to those customarily Forgotten Firms—the great army of prompt payers. Now, I find that this progressive firm has carried the idea a step farther, with a new letter each month, in tune with the calendar. For February, the Prompt Payer is put on a pedestal, alongside Washington and Lincoln. And in March, he becomes a "saint"—no less! Here's the way it's done:

"This is the month of dear old St. Patrick. He was a great old scout, wasn't he? Drove all the snakes out of Ireland, I believe, so the Irish could enjoy their martinis without having hallucinations.

"St. Patrick did a good turn and was made a 'Saint.' You have done a good turn for me, by sending that fine remittance, so I am going to make you a 'Saint.'

"Here's your badge—(a small shamrock is tipped on the letter at this point).

"—and in the archives of Crane & Breed will be found the book of 'Saints.' Your name is there!

"May you live long and happily, and always send checks when due!"

\* \* \*

A bouquet of bright Spring blossoms to Emily Shops, Inc., for their timely tie-up with the season, in a recent direct-mail solicitation, as follows, to wit and viz.:

"There's something about Spring that goes to everyone's head, so it's no wonder millinery is the first thing we all think of. It's amazing how a new hat makes you feel—in harmony with the fresh, bright, exhilarating days we all look forward to.

## Jerry, Smart Girl, Sends a Check to Her Friends

The idea of enclosing a check with direct mailings, as a form of rebate or price reduction, is by no means new. But it remained for the publishers of *Furniture Record* to develop a new twist to an old idea. To a list of persons whose subscriptions had expired, they recently sent a letter, written on the personal stationery of Miss Geraldine Jackson, and bearing the lady's signature. With the letter went a bona fide check for one dollar, without red-

tape decorations. The letter is self-explanatory:

"I have decided to split my commission with you in order to make good with the 'boss' in a hurry.

"Any commissions I make are extra as I get full code wages for my regular job, which is the dealers' information and service for *Furniture Record* and *Journal* subscribers—perhaps you have heard from me before and didn't know it. I refer to supplying information about where to locate some peculiar piece of merchandise.

"It's this way: The boss came to me with a long list of subscribers and former subscribers to the *Record* and said, 'Jerry, you know most of these people. Why don't they renew their subscriptions? We've already spent over a dollar apiece on them calling their attention to the matter. What's wrong? I'm spending a lot of my time and a lot of money traveling around the country digging up ideas which they can use to get business. We ask so little for these I can't see why they don't at least give us an answer.

"And I said—oh, well, it doesn't matter what I said. But to make a long story short the boss said he'd pay me 40 per cent on each two-year renewal I could get from friends. Now I believe you are one of my friends and 40 per cent on \$5.00 is a lot of money and so I figured out that the best and quickest way to make some money myself and deliver to the boss was to split my commission with you.

"That explains, I believe, both the check and the invoice enclosed. All you have to do is to write your check for \$4.00 and enclose it with mine and the invoice and mail it to me. Then I'll know you are my friend and will I stand on my head to help you when you ask me for special information! Believe me, I am, Yours to serve.

"P. S. Do you read Mr. Nind's 'A Line on the Times' and that first page editorial he writes every month? I believe my boss knows his stuff when it comes to finding and reporting on winning plans employed by furniture stores, and I'm sure you'll agree with me."

They do tell me that the letter pulled surprisingly well, and a number of big-hearted gents gallantly renewed without depriving little Geraldine of her dollar commission check! I am assured that there really is a Geraldine Jackson, and that the company deposited a sum of money in her name to make good the checks in case someone might be inclined not to do right by their little gal.

\* \* \*

Funny about words. How we try to make them serve as passports to increase our personal prestige. Many a time I've sat around all evening, itching for an opportunity to throw out nonchalantly some new stemwinder, and thus elevate my social standing. And there are others similarly afflicted. The manicurist in our building called me the other day. "We can take you now," she said, "we've just had a cancellation from our two o'clock client."



## Goodwin Plan Is Now in Action

(Continued from page 338)

stores and chains have been induced by their district managers to stock their selected lines, in advance of the demand. Where this has been done in stores that never before featured these lines, the manufacturers experience a direct and immediate benefit. In Gary, Indiana, one department store has planned to feature Goodwin Plan display windows for the opening month of the "broadcasting" there.

Sales Manager H. M. Appel of the Allen-A Company, Kenosha, Wisconsin, wrote:

"Congratulations upon the manufacturers' meeting. . . . It was the most unique gathering I have ever attended, in that everyone present seemed to feel 100 per cent positive the Goodwin Plan would succeed in effecting huge increases in their individual sales. . . .

"To me the remarkable feature in so large and mixed a group was that there were no objectors, no doubters, no pessimists. . . . Selling power, massed in such stupendous fashion, will unquestionably produce results greater than one cares to contemplate."

George R. Horning of the Body Glove Sales Corporation, Chicago, writes:

"I believe that in creating the Goodwin Plan you have constituted a force for sales stimulation the like of which has not heretofore been conceived, much less brought into being. . . . In over 30 years of commercial activity I have seen no project so well thought out, so well organized. . . . so promising of results."

Reactions of district managers to the First Purchase List have been varied—some complaining the list is not as long as they expected, others most enthusiastic over the sound and standard quality of the goods which are offered, and the known popularity of the brands listed. A few extracts from correspondence in files were taken by the SALES MANAGEMENT representative, to get a cross-section of this first important reaction.

Eaton, of Ohio, wrote:

"I can't wait to tell you the thrill the 'Goodwin Gang' in Cincinnati got over the lists that came in this morning. We out in the field are going to give you real support and teamwork."

Hixenbaugh, of West Virginia, wrote:

"I find some of our most prominent and largest stores carry some of the goods, and as for quality, they say it cannot be beat."

Helt, of Illinois, wrote:

"Saturday morning I passed out the list to my representatives. . . . Some could not wait till Monday to contact their church groups but rushed out Saturday afternoon, contacting the broadcasters in their homes. . . . All the broadcasters after reading the list were highly enthusiastic. . . ."

APRIL 10, 1934

## WHAT'S THE BIG IDEA?



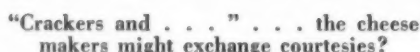
Suppose someone should ask you? Could you answer? You could if you owned a copy of "Leverage for Letters" which explains and demonstrates the new idea of backing up good letters with letterheads that are custom-tailored for the particular job. Neenah Paper Company, which makes a complete line of impressive, rag-content bond papers, offers this book free to business executives. You may request it on your business stationery. Neenah Paper Company, Neenah, Wisconsin.



The best papers are made from rags. Identify rag-content quality by the Neenah Owl watermark in these brands, representing grades and prices suitable for all business needs:

Old Council Tree Bond . . . . . 100% Rag	Chieftain Bond . . . . . 50% Rag
Success Bond . . . . . 75% Rag	Neenah Bond . . . . . 50% Rag
Conference Bond . . . . . 65% Rag	Glacier Bond . . . . . 25% Rag

NEENAH GUARANTEED BOND PAPERS



QUALITY BISCUIT COMPANY, Milwaukee, gives a free boost to a number of cheese makers. Packages of Kraft's Velveta, Philadelphia Cream and other brands, Borden's, Swiss Knight, Blue Moon and Pabst's, the labels plain to see, are grouped around a plate of crackers in current ads. Copy talks about "for the soft spread cheeses and the firmer cheeses, too," and Messrs. Borden, Kraft, et al., should be duly grateful.

GILLETTE razor blades bring a lump to the throat by showing a young wife weeping over her husband's picture. "I know it's a real cross for you to bear," counsels her mother-in-law, "I'll speak to Jim, I'm sure he'll shave more often and carefully when he learns how much a growth of stubble distresses you."

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THE PENNZOIL COMPANY offers to refund the money of any motorist who tries Pennzoil and is not completely satisfied. Dealers are furnished guarantee slips which they are urged to use in house-to-house calls, as envelope stuffers, and for handing to every patron who comes to a station.

PEPSODENT ANTISEPTIC is recommended for both hoof and mouth disease. That is to say, a new use for the mouth wash has been found: "Rub it into sore, aching feet . . . after a long day of shopping or an afternoon of golf."

BEFORE BROMO-SELTZER gets a stranglehold on the market for "morning after" pick-ups, Lea & Perrins, Worcestershire sauce, has a word to say. "You'll feel better directly sir," soothes a butler in current L & P ads; "Just drink this raw egg and a little Lea & Perrins."

"Growing and Building with the West" is the theme of a series of newspaper ads which the Anglo California National Bank of San Francisco is running. The series, in four-column by 15-inch space, connects its own 60-year history with that of its old-time customers. Company histories illustrated by "old and new" photographs include Libby, McNeill & Libby, Southern Pacific, California Packing, Dollar Line, Matson Navigation, Santa Fe, Standard Oil of California, Associated Oil, San Francisco *Chronicle* and so on.

Standard Oil of New Jersey has engaged Raymond Loewy to redesign its gas filling stations. Mr. Loewy, body designer and stylist for the Hupp motor car, is also known for his work for Sears, Roebuck, Colonial Radio, Westinghouse, Shelton Looms and others. Some of his designs are now on display at the current Industrial Arts Exhibition at Rockefeller Center.

SALES MANAGEMENT



## Snapshots

THOSE WHO THINK the country is going to the communistic bow-wows should read the really radical labor organs such as the *Daily Worker* or the *New Masses*. One day last week a Wall Street advisory service came out with a withering attack on Mr. Roosevelt for what they believe to be his pro-labor policies. They said, "Will labor support 'brain-trusters' promoting the communism they detest? Will the 'white collar' workers endorse a Wagner labor monopoly?" The very same day the *New Masses*, communistically inclined, said editorially, "To increasing thousands in the country the Roosevelt-NRA administration stands revealed as a strike-breaking government. . . . Roosevelt is determined to enrich bondholders at the expense of workers. While the President is disporting himself on millionaire Astor's yacht, the railroad workers are laboring at sweatshop wages, etc. . . ."

R. A. WHIDDEN, president of Bauer & Black, told their salesmen in a series of regional meetings, "We have every reason to believe that a great many prospective buyers have had their fountain pens poised for some time, ready to shoot orders for Blue-jay deals with free goods, but we are going to disappoint them. No Blue-jay free goods this year means better price maintenance and better profits for the retailer. We are going to make it impossible for anyone to load up during a deal, through devious channels, and later demoralize retail prices with free goods as a leverage."

NOXZEMA, whose product, according to recent SM-Ross Federal surveys, was used for many purposes—even as a face cream—will shortly bring out a cold cream.

HOUBIGANT has been granted trademark rights on the phrase, "Dull Finish," as used in its face powder campaign.

D. C. SPOONER, JR., leader of General Electric's "Prosperity Parades," says, "Professional politicians who feel that they must oppose the present Administration are circulating stories that are dangerously interesting and plausible. They tell us that the Recovery Program will cost twelve billion dollars, and that it will saddle posterity with debts and taxes which it will be unable to pay. So far as you and I are concerned, and our

wives and children, our individual shares of that twelve billions are less than what we will spend on candy and tobacco during the Recovery period. Can we afford to give our candy and cigarette money to insure the safety of our homes and the maintenance of our present form of economic and social life? I think we can."

JOHNSON & JOHNSON will shortly begin reminding people that the best way to send a coin through the mail is to mail it in an envelope with a piece of adhesive tape. This comment was made by Herb Mayes in connection with a recent Postoffice Department ruling that the government will not redeem stamps any more, as a

result of which advertising manufacturers will ask people to mail coins instead of stamps.

PHILLIPS PACKING COMPANY isn't going to let Heinz walk away with all the mushroom soup market. Newspaper ads in the East, Midwest and South on Phillips' Delicious Mushroom soup are scheduled as soon as distribution is obtained. Meanwhile, an extensive sampling campaign is in full swing.

THE CHICAGO FAIR will spend some \$435,000 this year on national advertising in newspapers and magazines. Merchants of Chicago have already subscribed \$175,000.

### The Might of Right

The secret of successful publishing is no secret at all. Advertising dollars seek results . . . advertising results flow from reader interest . . . reader interest springs only from editorial excellence. Bowne's WINES & SPIRITS has been built on this sound formula. Its editorial leadership is the talk of the entire field. Its sweeping advertising success is mere recognition of its might.

#### Bowne's WINES & SPIRITS

205 East 42nd Street, New York City  
333 No. Michigan Ave., Chicago, Ill.

(B-702)

WASHINGTON

LIVE  
CENTRALLY

THE Harrington is between the Capitol and White House, between Washington's two main business streets, near Government buildings, historic spots, shopping and theatre districts — Rooms \$2.00 up single, \$3.00 up double.

Sample Rooms

Sample Rooms large or small—priced well within your expenditure.

300 ROOMS \$2.00 AND UP

HOTEL HARRINGTON  
ELEVENTH AND "E" STREETS NORTHWEST  
WASHINGTON, D. C.

Douglas C. Shaffer    Harrington Mills  
Manager                      President

## 600 men don't have to climb out of a sleeper in Washington

CONGRESSIONAL INTELLIGENCE keeps them completely posted each week for the price of a dining car breakfast.

More and more business executives who believe that "knowledge is power" are putting Congressional Intelligence on their payrolls. You can put this \$1,000.00 information staff to work for \$1.00 per week. WHAT DOING? . . . To furnish you weekly with a complete, indexed and organized report on all government activity.

Ninety-five per cent of what you want to know about Washington can be secured through C. I.—accurately and far, far more cheaply than by a sleeper jump.

Our Weekly Reports to executives may interest you. Write for a sample copy of the current report today.

Congressional Intelligence Inc.,  
Albee Bldg., Washington, D. C.

Without obligation, send me the current Report of Congressional Intelligence along with description of your complete service.

Name .....

Firm .....

Street .....

City & State .....

## Distributor Cuts Sales Cost, Ups Profits With Market Records

REDUCING selling expenses by 30 per cent, maintaining volume and increasing credit collections is the creditable accomplishment recorded by the George Myers Company, wholesale distributor of Harrisburg, Pennsylvania.

Every operation of the business has been analyzed for the purpose of effecting economies without impairing the service to its customers. A stock control system has been adopted whereby the investment in stock has been reduced at least \$15,000 without retarding deliveries. Credit policies have been revised and losses from bad accounts reduced to an absolute minimum.

"One of the first problems we set out to solve was that relating to our selling expenses," explained Sales Manager George Hoffman. "Our sales territory comprises eighteen counties in eastern and central Pennsylvania. To cover this territory we employed six salesmen. By keeping detailed records of sales and expenses in each territory, we found that four salesmen were producing more than 75 per cent of the total business, and that in the unproductive territories our sales costs were too high to make them profitable. In other words, the profitable territories were called upon to carry along the unprofitable ones.

### Weeding out Profitless Districts

"These eighteen counties were then divided into four sales districts. With four men we have been able to maintain the same volume formerly produced by six men, and the selling expense has been reduced by about 30 per cent.

"With increased territories, these four salesmen have increased their individual sales. They have shown more interest in their customers, and have been more careful to note the financial changes that are occurring with such rapidity as to make the credit manager's work particularly difficult without the salesmen's cooperation. We have taken these salesmen into our confidence and have told them how they can be of greatest assistance to us in continuing the business on a sound basis.

"Every credit manager is familiar with the problems encountered in making collections today. Here is where the properly trained salesman can be of tremendous assistance to the management. In fact, our collection problems have been minimized to a

great degree because our salesmen work in absolute harmony with our credit department.

"At the beginning of each week the salesmen are given a list of the accounts they will call on during the week. On these lists we do not merely enter the names of the customers and the total amounts they owe. We list the amounts due us in four columns. For instance, during the month of December, the first column will show the amount of purchases during that month. The second column will show the amount of November purchases; the third column for October, and the fourth column for September and previous months.

"When the salesman approaches a customer whose account runs back into the fourth column he knows that no orders can be accepted on a credit basis until that old item has been paid. Therefore, he makes every effort to collect that amount so that he may again sell to the customer on a credit basis.

### Salesmen Expert Collectors

"Amounts listed in the third column are an indication that the customer must be reminded of his account if his orders are to receive prompt attention. Knowing the peculiarities of their customers and their problems, the salesmen have learned how to approach each individual in the most effective manner. Their success in dealing with these collection problems has given us just cause to be proud of their work. It is not unusual for these men to return from their territories at the end of the week and turn in collections ranging up to \$600 from each man's list.

"There has been much argument pro and con regarding the advisability of allowing salesmen to make collections. The real point is this: Can we make collections more promptly and at a lower cost through the salesmen than in any other manner? I am frank in saying that I know of no other way in which we could handle our collections at so low a cost and at the same time retain the good will of the customer.

"We must think less of what our competitors are doing and analyze our own operations to know what we are doing," Mr. Hoffman asserted. "If we know that a customer is a hazardous credit risk, it is best to treat the account as such, even though every other competitor is willing to carry the account."



## Tips

Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

### How Molded Bakelite Affects Product Design

In this day of creative chemistry, there are many materials substituting for old-line products on the market which appear to be similarly constructed, yet which possess greatly differing properties. Highly important to the executive who is considering the use of these new materials is some understanding of what they are designed to do. The Bakelite Corporation publishes a number of booklets describing its various products, the most recent of which is "Bakelite Molded," now in its sixth edition, and a non-technical explanation of the material, together with illustrations of some of its best known uses. For automotive parts, electrical and mechanical parts, radio parts, hardware, novelties, packages and closures, display devices, heat resistant materials, textile parts, impact materials (golf club heads, fishing reels, etc.) and special materials requiring unusually exacting service such as exceptional water resistance, opacity to X-ray, heat resistance, corrosion resistance—illustrations and descriptions clarify the present use of this material and suggest potential uses. Forty-eight pages, decidedly worth while. Write R. J. Barbour, The Bakelite Corporation, Bound Brook, New Jersey.

### What Is This Thing Called Package Appeal?

Whether you make tear bombs or shingles, mayonnaise or cake griddle garters or silver polish—a packaging idea that's tied in with an unusual merchandising plan will help sell in a big way. Dennison Manufacturing Company publishes from time to time a folder illustrating new and novel—and field tested—packaging, label, display creations. In the current issue are illustrations of twenty-five such examples, used by as many manufacturers. Package appeal—better known as "more sales"—being a different quality in each instance, we suggest that you secure the folder and get on the mailing list for succeeding issues. Write the Dennison Manufacturing Company, Framingham, Massachusetts, attention F. L. Robinson.

### The Three Major Markets of South Carolina

Given a commanding location in the famous Piedmont region of the Carolinas, with population, industrial activity, spendable money income and other factors proving its importance, Greenville's marketing status is compared with that of Charleston and Columbia in South Carolina, and Char-

lotte in North Carolina, in a comprehensive study recently published. All the standard indices of buying power, based on the 1930 Census and the Census of Distribution, also SALES MANAGEMENT's 1933 Survey of Spending Power, are tabulated. Lists of Rogers, Dixie, and A & P stores in the state show sales leading in the Piedmont region. Analysis of wholesale distribution, a substantial part of which comes from other cities, is important for manufacturers who may be placing advertising on the basis of wholesale outlets. Write Bryant, Griffith & Brunson, Inc., 9 East 41st Street, New York City, for a copy.

### More Business From Your Chain Store Listings

Experience has proved that manufacturers can increase their chain store business by doing constructive work among store managers. Such important cooperation as the use of counter displays, window displays, interest in new items in your line, training sales clerks to be informed on your product, may be secured from these store managers. As the business paper in this field, *Chain Store Age* speaks with considerable authority in a recently published booklet, "How to Get More Business From Your Chain Store Listings." Advertising copy designed to accomplish definite merchandising cooperation from these chain store managers is illustrated, along with suggestions for complete tie-up with consumer campaigns. Write to Arnold Friedman, *Chain Store Age*, 93 Worth Street, New York City.

### Zones of Influence—A Newspaper Market Guide

When a national advertiser spends his good money for space in a newspaper, or several newspapers, in a market, his advertising objective is the greatest possible coverage of newspaper readers in that market. All definitions of population, buying power and other factors making up the "trading area" must be predicated upon the actual amount of newspaper circulation he buys for his money. So many and

varied are the types of trading areas that not only are space buyers and marketing executives befogged by their contradictions, but even newspaper space representatives get into difficulties in presenting their markets. At least, such is the reasoning of the E. Katz Special Agency, skilled in the business of representing newspaper trading areas. So in an effort to interpret more accurately the southwestern markets of six principal cities in Oklahoma and Texas, they have just published "Zones of Influence—a Study of Southwestern Newspaper Markets."

They reason that a national newspaper advertiser must know the sales potentials of the area in which the influence of the newspaper is actually felt. This area, not the arbitrary and hypothetical trading areas set up for other purposes, constitutes the true newspaper market. On the principle that the newspaper's zone of influence is that area in which the ratio of its circulation to the number of families is sufficient to provide an adequate advertising stimulus, the study shows statistically and with maps the thirteen newspaper markets in Oklahoma City, Dallas, Fort Worth, Houston, San Antonio and Tulsa.

If an advertiser considers that a ratio of circulation to family population in an area must be 40 per cent or more—or 20 per cent—or even 10 per cent, he can quickly determine from this study how each newspaper contributes to his selling program, in circulation, population, total retail sales, passenger car registrations, and finally, the line and milline rate. This is a real contribution to market study and coverage. Write for your copy—no charge—to the E. Katz Special Agency, 500 Fifth Avenue, New York City, or 307 North Michigan Avenue, Chicago.

### Making Exhibit Space Pay

Whether you are contemplating an exhibit at the World's Fair in Chicago this summer, or at a convention, a business show, a high spot window at a busy intersection, a counter sampler, you (admittedly) need punch, sales value. Write L. Gordon Slutz, Jenter Exhibits, 511 Fifth Avenue, New York City, for a portfolio of photographs of striking, selling exhibits.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.

Cash Basis Only. Remittance Must Accompany Order.

### ADVERTISING AGENCIES

#### FOR SALESMEN ANYWHERE

TWENTY-FOUR-WORD CLASSIFIED AD IN 24 Big Sunday newspapers, \$15. 1934 AD-GUIDE showing classified and display rates of leading newspapers and magazines, mailing lists, etc., free. CHICAGO UNION ADVERTISING AGENCY, (Estab. 1900), 24 W. Jackson Blvd., Chicago.

#### EXECUTIVES WANTED

SALARIED POSITIONS \$2,500 to \$25,000. This thoroughly organized advertising service of 24 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure in-

dividualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

BEING NEITHER YOUNG NOR BEAUTIFUL, I concentrate on being useful (vide Ben Franklin). Have been a trade paper editor for years, am now a free lance in search of work. Can write forceful and lucid English. Will prepare folders, booklets, catalogs, sales literature, at modest prices. Am competent and dependable. Can cover all details. Inquiries imply no obligation whatever. Frank W. Kirk, Room 1632, 333 N. Michigan Ave., Chicago. Phone: State 1266.

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# C o m m e n t

**I**S ROOSEVELT LEADERSHIP WANING? Quite a number of political writers currently stress the idea that Congress is again asserting some of its old-time leadership. Writers who so conclude draw attention to such legislative action as (a) the defeat of the St. Lawrence Waterways Bill, endorsed by the President; (b) the restoration of large payments to war veterans and of pay to governmental employes in the bill just passed by the House and Senate, over the President's veto. To us it seems that the President, like most rulers in power for a reasonable period of time, is turning more and more conservative and is seeking to reconstruct the earlier legislation passed during his administration along those lines which will tone down idealism for the sake of increasing practical workability and tangible results. The President tackled the whole problem of expediting recovery in a spirit which he himself described as frankly experimental. Therefore, it is important for business men who are closely watching developments in Washington to distinguish between a decline in Roosevelt's power and influence and his readiness to seek a higher degree of practical perfection in the *modus operandi*. His handling of the recent labor situation in the automotive industry is a case in point. Undoubtedly the President feels that labor as a class needs considerable help from government. Presumably the Wagner Labor Bill had his original sanction. Yet when confronted with practical realities, the President made himself clear on the issue of manufacturers having to recognize only one union such as the American Federation of Labor. His attitude as an arbiter in this crisis clearly indicates that he understands that the company union *per se* is not a bad thing, even though in certain instances it has been subject to employer abuse. His attitude also indicates that he does not dogmatically believe in one union as necessarily better qualified to represent labor than any other union, from which one may deduce that he is thoroughly conscious of the imperfections of A. F. L. . . . Our own conclusion about recent developments is, therefore, that President Roosevelt has passed from the highly pioneering, experimental stage to the more seasoned and practical stages of his administration and that in this process he is turning from the dictatorship methods which he used on an emergency basis to more democratic though less dramatic methods. . . . It has taken a year to create the various planks in the recovery program with which we are now familiar. It will take more than an additional year to straighten out the kinks in this program. The Roosevelt administration has certainly not been lacking in creative ability of a largely original sort, but the real measure of both the President's leadership and the ability of his administration as a whole lies in what can be accomplished toward *stabilization* of widespread industrial prosperity.

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. . . Once the country is out of depression the President's personal popularity and single-handed influence are bound to wane somewhat. But the country still has urgent need of sound and courageous leadership in the White House, because from this time forward Congress is far more likely to get out of hand—and order—than the President. All of which is by way of saying that a closer and closer wedding of the President and the business interests of the country looks to be in the making. And for the best of reasons. The popularity of purist, "brain trust" and communist theories is certainly going to subside even faster than the dictator role which President Roosevelt has held so successfully during the emergency which existed during the first year of his term. From now on Roosevelt's popularity and success and the building of a sound prosperity are both going to depend very largely on a wedding of business and the White House.

**P**OPULARITY OF NATIONALLY ADVERTISED BRANDS: As pointed out in the last issue of this magazine, NRA has created a very definite trend in merchandising away from strictly price appeals. Because of this fact, a good many department stores and chain store systems are giving new thought to the relative advantages in the selling of nationally advertised brands as compared with private brands. Whereas it used to be the common practice with a good many department stores and chains to use nationally advertised brands as the base for price appeals and loss leader efforts to bring customers into the stores, there now seems to be a very definite trend on the part of both types of institutions to promote nationally advertised brands more actively and to sell them at prices which include a normal margin of profit. . . . In several cases where SALES MANAGEMENT has made a recent check-up, it turns out that store managers have been very much surprised to find out how much easier, comparatively, it is to sell the nationally advertised brands when real merchandising effort is put behind them. . . . The consumer survey published in this issue of SALES MANAGEMENT gives a further clue as to why all this is proving increasingly true, in that it shows that the public is placing a greater amount of confidence in the advertising statements of makers of national brands than it is in the advertising statements of local retailers. SALES MANAGEMENT inclines to the belief that this trend is still in its infancy, but is one which warrants the closest kind of study and scrutiny on the part of both manufacturers and merchants. In any event, from all current indications, nationally advertised brands are very definitely on the up and "upper-up."

Ray Bill

SALES MANAGEMENT